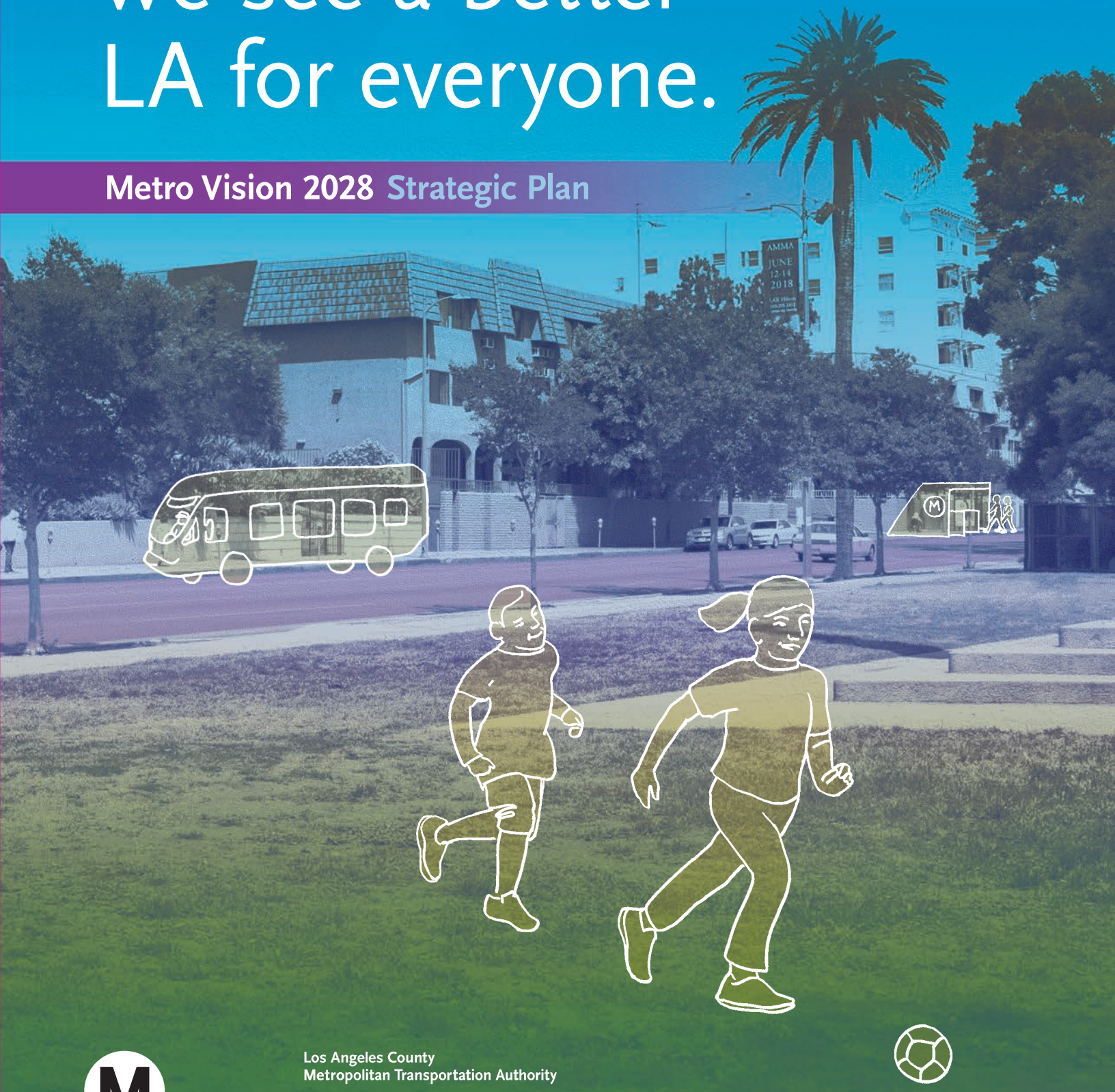
metro.net/vision2028

We see a better LA for everyone.

Metro Vision 2028 Strategic Plan



Los Angeles County
Metropolitan Transportation Authority

Metro

Los Angeles County
Metropolitan Transportation Authority

One Gateway Plaza
Los Angeles, CA 90012-2952

Metro

Dear Friends,

A more prosperous future for Los Angeles County depends on our collective ability to enable people to move more effectively throughout the region. Better mobility results in greater access to opportunities for all, including jobs, education, housing, and health care –essential elements for a higher quality of life. As Metro implements the largest transportation expansion program in the country, we have the opportunity to improve the quality of our existing services and leverage all modes in our system for more reliable, convenient, and safe travel anywhere in the County. The Metro Vision 2028 Plan proposes a comprehensive approach to transforming our mobility future by putting the customer at the heart of how we plan and operate our transportation system. And by customer, I mean everyone who lives, works, or plays in LA County.

We are at a pivotal moment in LA County; there is no time to lose. We must seize this opportunity to pursue a more sustainable future by taking steps now to manage the capacity and improve the effectiveness of our transportation system. Metro Vision 2028 is the strategy for elevating the quality of our services to make them better for everyone.

The transportation challenges in the Southern California region require bold action. Metro Vision 2028 declares our intention to take unprecedented and innovative approaches to address these challenges. Solutions will require a comprehensive and collaborative approach from all people in the region, including each of you. Please consider Vision 2028 an invitation to everyone in LA County to join us on this journey towards a better mobility future.

Best Regards,

Phillip A. Washington
Chief Executive Officer

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Access online at *metro.net/vision2028*.

EXECUTIVE SUMMARY

The Metro Vision 2028 Plan ("Plan") is the agency-wide strategic plan that creates the foundation for transforming mobility in Los Angeles County (LA County) over the next 10 years. Based on more than a year of outreach, it sets the mission, vision, performance outcomes, and goals for Metro and puts in motion specific initiatives and performance outcomes towards which Metro and its partners will strive in pursuit of a better transportation future.

Outreach

Vision 2028 is the result of more than 18 months of research, discussion, and outreach. Metro solicited input from an extensive number of stakeholders and key influencers, and we surveyed customers (defined as anyone living or working in LA County) and our employees. Metro learned from a range of perspectives, and based on the outreach, we identified the following key trends that describe the challenges and complexities of delivering efficient and effective mobility to the people of LA County:

- Continued growth in demand is straining an already oversubscribed transportation system
- The challenges of meeting the mobility needs and expectations of a diverse region are becoming increasingly complex
- Technological innovations are changing the mobility landscape
- A shortage of affordable housing across the region exacerbates transportation challenges
- Failure to reform policies that favor solo driving will continue to add congestion and reduce mobility

Mission and Vision

Metro's mission is to provide a world-class transportation system that enhances quality of life for all who live, work, and play within LA County. Metro's vision is composed of three elements:

- Increased prosperity for all by removing mobility barriers;
- Swift and easy mobility throughout LA County, anytime; and
- Accommodating more trips through a variety of high-quality mobility options

The Plan recognizes that LA County has a complex transportation ecosystem that is controlled by a patchwork of local, regional, state, and federal agencies. Our region faces numerous mobility challenges that often seem insurmountable. Even so, we must work together with our regional partners to enable this network to accommodate more efficient movement for people and goods. Vision 2028 puts the customer at the heart of the journey by prioritizing the movement of people over vehicles and using our existing network far more efficiently.

Performance Outcomes

Our current transportation system is highly congested because roadway space is inefficiently used. Limited street space is largely given over to single-occupancy vehicles, which are too often stuck in traffic, while the most disadvantaged members of our community are confined to transportation options that often fail to meet their basic mobility needs. We need to use public space more effectively, while giving everyone higher-quality options for getting around. By better managing existing roadway capacity, all users in LA County can have greater mobility.

Metro's visionary outcomes aim to double the percent usage of transportation modes other than solo driving, including taking transit, walking, biking, sharing rides, and carpooling by accomplishing the following:

- Ensuring that all County residents have access to high-quality mobility options within a 10-minute walk or roll from home
- Reducing maximum wait times for any trip to 15 minutes during any time of day
- Improving average travel speeds on the County's bus network by 30%
- Providing reliable and convenient options for users to bypass congestion

Vision 2028 Goals

To address these trends and achieve the desired visionary outcomes, Vision 2028 outlines the following five goals:

1. Provide high-quality mobility options that enable people to spend less time traveling;
2. Deliver outstanding trip experiences for all users of the transportation system;
3. Enhance communities and lives through mobility and access to opportunity;
4. Transform LA County through regional collaboration and national leadership; and
5. Provide responsive, accountable, and trustworthy governance within the Metro organization

The Action Matrix located at the end of the Plan summarizes the goals, initiatives, and actions that Metro will implement. Metro will issue periodic reports to the public on the progress toward these goals and initiatives, and we will review the Plan every five years to ensure that we are advancing toward our vision.

Addressing LA County's transportation challenges will require bold action, leadership, and widespread support. Removing transportation barriers will help fulfill and sustain LA County's economic and social promise, transforming the region into a happier, more vibrant, more prosperous, and more equitable place to live and work.

Addressing LA County's transportation challenges will require **bold action, leadership, and widespread support.**

LA County is a beautiful place with a vibrant, diverse economy that draws people from all around the world in pursuit of seemingly unlimited opportunities to realize their dreams. As in all major metropolitan areas, a reliable, high-quality transportation system is crucial to the County's continued prosperity and the quality of life of its inhabitants. But the imperative—and the challenge—of efficiently moving people and goods takes on particular significance in LA County, given its daunting geographical scale and its longstanding, near-iconic association with the automobile. Few issues will be more important in shaping the region's future and sustaining its unparalleled economic and social promise than our collective ability to marshal the creativity, the resources, and the political will to implement transportation solutions that successfully meet LA County's mobility needs—now and in the future.

A **reliable, high-quality transportation** system is crucial to the County's continued **prosperity and the quality of life** of its inhabitants.

It has been more than 10 years since the Los Angeles County Metropolitan Transportation Authority (Metro) last undertook an agency-wide strategic planning process. In that time, the County and the transportation challenges and opportunities it confronts have evolved dramatically. While LA County has made important investments in improving and expanding its transportation infrastructure over the last decade with the passage of Measure R[1], a sales tax for transportation approved by voters in 2008, transportation capacity has struggled to keep pace with growth in travel demand. The Los Angeles region consistently ranks among the top most congested places in the country[2], and a mode share for transit that is among the lowest for regions of comparable size[3]. Meanwhile, a critical recent development in terms of the County's ability to make needed transportation investments going forward was the passage in 2016 of Measure M[4], a voter-approved sales tax anticipated to inject $120 billion of transportation funds into the region over the next 40 years.

This Metro Vision 2028 Plan outlines strategic goals for 2018–2028, and the specific actions Metro will undertake to meet those goals. It explains what the public can expect from Metro over the next 10 years and describes how we intend to deliver on and hold ourselves accountable for those expectations.

1. For information on Measure R, please visit *metro.net/projects/measurer.*

2. Cookson, Graham. INRIX Global Traffic Scorecard. INRIX, 2018.

   Schrank, David, et al. 2015 Urban Mobility Scorecard. Texas A&M Transportation Institute and INRIX. *mobility.tamu.edu/ums/congestion-data/west-map*. Accessed April, 2018.

3. The Los Angeles region ranks 15th out of the 54 largest urban areas when comparing transit trips per resident. Fischer-Baum, Reuben. "How Your City's Public Transit Stacks Up." *FiveThirtyEight*, FiveThirtyEight, July 31, 2014. *fivethirtyeight.com/features/how-your-citys-public-transit-stacks-up*. Accessed June, 2018.

4. For information on Measure M, please visit *theplan.metro.net*.

ABOUT METRO *and* ITS MISSION

LA County's transportation system is a complex network, consisting of highways, local streets, sidewalks, bikeways, bus routes, and rail lines which are controlled by a patchwork of local, regional, state, and federal agencies. Metro is woven into this complex landscape as the regional transportation planner, coordinator, designer, builder, funder, and operator. Because it serves these multiple functions for one of the country's largest and most populous counties—more than 10 million people live within Metro's service area—Metro is unique among the nation's transportation agencies. Its core mission is to provide a world-class transportation system that enhances quality of life for all who live, work, and play within LA County.

Metro's mission is to provide a **world-class transportation system** that enhances quality of life for all who live, work, and play within LA County.

This Plan reflects Metro's current understanding of the aspirations and mobility goals of the people we serve. Achieving these goals will require concerted coordination and active collaboration with local municipalities; municipal transit operators; Councils of Government; Caltrans; Southern California Association of Governments; Metrolink; Access Services; political, business, and community leaders; other partners and stakeholders; and the public, all of whom have critical roles to play in realizing the vision described in this Plan.

METRO'S VISION *for* THE FUTURE *of* TRANSPORTATION *in* LA COUNTY

This Plan is designed to deliver a mobility system that enables people to travel swiftly and easily throughout the LA County region, no matter where they want to go or when.

Metro recognizes that vast disparities exist between the ability of individuals and communities to identify and safely access even the most basic needs in life, such as jobs, housing, education, and health care. Despite substantial investment and progress toward addressing transportation inequities, current socio-economic disparities continue to be exacerbated by a lack of high-quality transportation options among the most disadvantaged populations of the County. Thus, a crucial part of Metro's vision is to bridge these gaps and help remove mobility barriers to increased prosperity for all the County's residents.

Metro also recognizes that, while an adequate, safe, and efficient network of roads and highways will always be an essential component of our transportation system, building new roadway capacity without managing the long-term demand for solo driving is not an enduring strategy for meeting the region's rapidly evolving mobility needs. An approach primarily geared to serving single-occupancy vehicles is neither economically nor environmentally sustainable, nor would it advance other widely shared goals for improving quality of life within the region. Instead, the focus of this Plan is to address increased mobility demands by improving the variety and quality of transportation options available to people. Specifically, the actions set forth in this Plan aim to double the percent usage of transportation options other than driving alone, including taking transit, walking, biking, sharing rides, and carpooling.

To deliver a mobility system that enables people **to travel swiftly and easily** throughout the LA County region, no matter where they want to go or when.

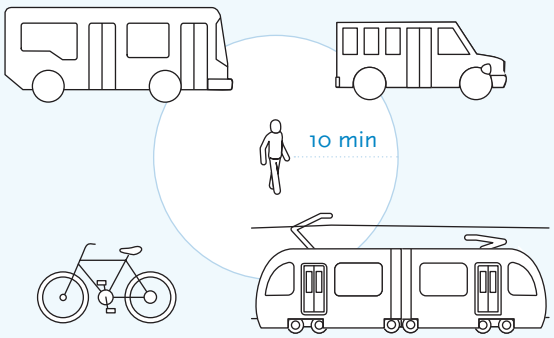
Achieving this vision by 2028 means that Metro will take steps to accomplish the following:

- Ensuring that all County residents have access to high-quality mobility options within a 10-minute walk or roll from home
- Reducing maximum wait times for any trip to 15 minutes at any time of the day
- Improving average travel speeds on the County's bus network by 30%
- Providing reliable and convenient options for users to bypass congestion

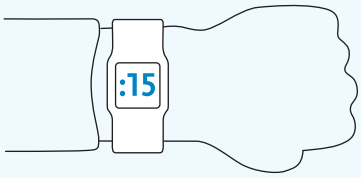
Later sections describe Metro's plan for achieving these outcomes in greater detail. To provide context for these sections, we begin by discussing the process used to develop the Plan and by describing some of the key trends that we believe will shape the County's transportation needs and challenges in the decades to come.

Metro's Visionary Outcomes by 2028

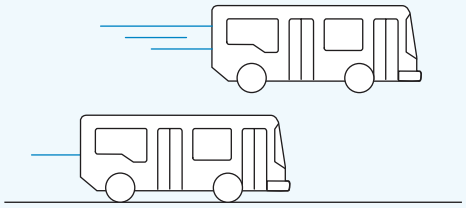
10-minute walk or roll to high-quality mobility options



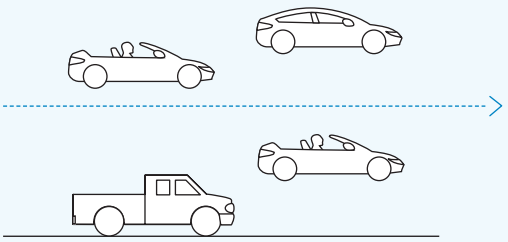
15-minute maximum wait, any time of day



30% faster bus speeds



Options to bypass congestion



THE VISION 2028 PROCESS

To establish a baseline for understanding where LA County is now, Metro started the strategic planning process by opening an extensive dialogue with its many diverse stakeholders. The purpose of this information-gathering exercise was to begin identifying key trends, issues, opportunities, and challenges for the region and to learn from a range of perspectives about how Metro could help meet those challenges.

As a first step, Metro launched a comprehensive customer satisfaction survey of transit riders and non-riders in the County. We administered the survey online and received over 18,000 responses. In addition, Metro conducted focus group research to elicit input from groups that may have been less prone to engage in past online surveys, such as those with limited English proficiency, as well as low-income, elderly, and minority populations. The survey results are provided in Appendix A.

During a 17-month-long outreach process, Metro conducted more than 130 meetings and interviews with key external and internal stakeholders. We were interested in hearing not only about transportation needs and concerns, but also, critically, about how these concerns relate to social and economic priorities, such as affordable housing, equity, jobs, and education. The interviews were essential for painting a complete picture of the County's current transportation landscape, for articulating a compelling and comprehensive vision for the Plan, and for informing Metro's understanding of the specific actions and investments that would be needed to realize this vision. A list of the stakeholders consulted during the planning process is provided in Appendix B.

Metro also administered an agency-wide survey of its 10,800 employees to assess staff's readiness to implement planned initiatives and to learn how Metro leadership could better support and develop the agency's workforce to meet future mobility needs. More than 4,700 Metro employees responded to the survey.

In sum, this extensive outreach process was enormously valuable in identifying key trends and developing the core elements of Metro's Vision 2028 Plan.

KEY TRENDS

Understanding the overarching trends that will shape transportation needs in LA County going forward is critical to Metro's success in meeting those needs. Based on our outreach to stakeholders, transportation system users, and staff, we identified several key trends.

Continued growth in demand is straining an already oversubscribed transportation system. LA County is currently home to more than 10 million people and its population is projected to grow to 10.75 million by 2028[5]. This means that an increasing volume of people and goods will need to travel on a transportation network that is already inadequately serving their needs. Overall consumption in the region is expected to intensify the conflicts between passenger and goods movement. Optimizing system capacity to accommodate new growth will be necessary to ensure that the region can meet these new demands and remain economically competitive in the global marketplace. Significant investments are needed, both to shore up an aging system of roadway and transit infrastructure, as well as to expand and fully utilize available capacity to ensure continued delivery of safe and reliable transportation services.

The challenges of meeting the mobility needs and expectations of a diverse region are becoming increasingly complex. LA County is home to a diverse population with ever-evolving mobility needs and expectations. As a result, the transportation system and the delivery of mobility services must continue to adapt to changing demographics and consumer demands. For example, as the population ages, older people have different needs for access than younger people. Younger people have different expectations about the use of technology for their trips. For Metro, the task of communicating with the public about our services is made more complex by the diversity of people who use those services. The region's socioeconomic and cultural diversity creates challenges to ensuring that the transportation system is inclusive and responsive to the needs of all people in LA County.

Technological innovations are changing the mobility landscape. Technological innovations are changing the way consumers access goods and services. They influence how businesses operate, create virtual worlds of social interactions and economic transactions that further reshape the mobility landscape, and change travel preferences and service performance expectations. The widely-anticipated advent of

5. Ong, Ryan. "California County-Level Economic Forecast 2017-2050." *California Department of Transportation*, California Department of Transportation, Sept. 2017. *dot.ca.gov/hq/tpp/offices/eab/socio_economic_files/2017/FullReport2017.pdf.* For more information on Los Angeles County population forecast, see pages 73, 74.

connected and autonomous vehicle technology presents possibilities for safer, more efficient travel. Metro is well-positioned to harness the power of technology innovations to enhance customer experience by offering new mobility services, integrating and optimizing the design of vehicles and infrastructure, increasing overall system efficiency, and improving the first/last mile experience for transit users – all to better manage and serve the mobility needs of the public. Technology innovations and other advances in the goods-movement sector also present possibilities for implementing more efficient, environmentally and socially-responsible logistics practices that can benefit all system users.

A shortage of affordable housing across the region exacerbates transportation challenges. As the LA County economy surges, rising housing costs are pushing many workers farther away from their jobs, imposing added strains on the transportation system, and affecting quality of life for those impacted. Metro has the opportunity to work with local government, community partners, businesses, and institutions to support transit-oriented communities that are affordable for families of diverse income levels, particularly as we undertake an unprecedented expansion of the region's transit system. Metro also has the opportunity to leverage its resources and influence to help stabilize and support communities in which people have access to high-quality mobility options and can continue to reside in their changing neighborhoods.

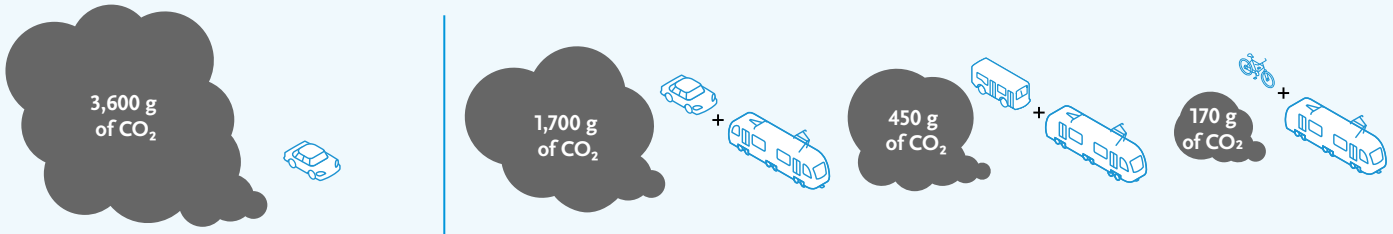
Failure to reform policies that favor solo driving will continue to add congestion and reduce mobility. Historically, transportation policies and investments in LA County and elsewhere have prioritized single-occupant travel in private passenger vehicles at the expense of providing other high-quality travel alternatives. The result is an inequitable transportation system that exacerbates the divide between those who have the access and means to drive and those who do not, while providing inadequate options for both groups. This system is not sustainable from an economic or environmental perspective. As more people turn to driving alone for speed and convenience, mobility for all travelers suffers due to the inefficient use of existing street space. Changing this paradigm and raising the quality of multiple transportation options is essential to delivering a system that provides better mobility for everyone. This means investing in attractive transit options that can carry more people in less space, clarifying policies on solo driving, and removing incentives that further exacerbate transportation inequities. Metro also recognizes the need for a transportation system that more harmoniously balances the movement of people and goods while maintaining speed and economic competitiveness. Moving forward we must align Metro's policies and investments across its portfolio of programs and services to provide more high-quality transportation options for people and effectively manage demand from all users.

A STRATEGIC PLAN *for* THE NEXT 10 YEARS

The Metro Vision 2028 Plan addresses the root cause of LA County's transportation problem: population and economic growth are increasing travel demand on a system that is inadequately meeting the needs of its users. The current system is congested because roadway space is inefficiently used: limited street space is largely given over to single-occupancy vehicles, which are too often stuck in traffic, while the most disadvantaged members of our community are confined to a patchwork of transportation options that frequently fail to meet their basic mobility needs. Better mobility in LA County can best be achieved by prioritizing the movement of people over vehicles. This means using our limited street space more effectively and giving people higher-quality options for getting around, regardless of how they choose to travel. We must create high-quality alternatives to solo driving so that individuals have reliable, convenient, and safe options for taking transit, walking, biking, sharing rides, and carpooling. By better managing roadway capacity, we can make room for more efficient goods movement and deliver greater mobility for all users.

Achievement of our mobility goals has long-term ramifications beyond the next 10 years. Transportation accounts for nearly 40% of all greenhouse gas (GHG) emissions in California, and as demand for trips continues to increase due to population and economic growth, Metro's ability to increase the use of modes other than driving alone is integral to achieving the County's and the State's ambitious climate goals. The impact of GHG emissions on public health only raises the level of urgency to change our approach to mobility. By providing more convenient, efficient, and appealing transportation options, Metro can move more people while reducing GHG emissions for each trip taken – thereby significantly mitigating the impact transportation has on the environment and public health. A more diverse, responsive, and resilient transportation system will also be better equipped to adapt to the challenges of warming climate.

Driving alone to complete a trip generates more emissions than taking the same trip by transit.



Driving Alone
Single Occupancy Vehicle (SOV)

Sharing the Ride
SOV + Light Rail

Bus + Light Rail

Bike + Light Rail

Greenhouse Gas Emissions per Person per Trip. Units are approximate grams of CO2 equivalent from life-cycle assessment based on long-term emissions projections. Transit trips are based on average emissions over peak and off-peak times.

SOURCE: Mikhail Chester et al, "Infrastructure and Automobile Shifts: Positioning Transit to Reduce Life-Cycle Environmental Impacts for Urban Sustainability Goals", *Environmental Research Letters 8*, no.1 (2013). doi:10.1088/1748-9326/8/1/015041

This Plan serves as the foundation that aligns all Metro's plans, programs, and services to achieve a common vision. It establishes the mission, vision, and goals that will guide the agency's other specific plans, such as its Long Range Transportation Plan (LRTP) and NextGen Bus Study. This Plan also articulates a set of principles that Metro will apply in making decisions and conducting business. In short, everything Metro does in the next 10 years will fall under the umbrella of the Vision 2028 Plan.

Many important short-term initiatives are already underway at Metro that can be completed within today's resource, technical, political, and legislative constraints. Not all of these initiatives are necessarily referenced in this Plan because they are already on a path towards implementation. Instead, Vision 2028 focuses on initiatives that go beyond the status quo and on the aggressive, strategic actions that will be required to meet the region's ambitious mobility goals. In addition, this Plan acknowledges that individual infrastructure projects will need to be coordinated and vetted in the context of the Southern California Association of Governments (SCAG) Regional Transportation Plan and Measures R and M as they relate to future financial investments in the transportation system.

Metro's Vision 2028 Plan is organized around five goals that together advance our vision for a world-class transportation system that will efficiently and equitably serve the mobility needs of people who live, work, and play within LA County. These goals are:

1. Provide high-quality mobility options that enable people to spend less time traveling;
2. Deliver outstanding trip experiences for all users of the transportation system;
3. Enhance communities and lives through mobility and access to opportunity;
4. Transform LA County through regional collaboration and national leadership; and
5. Provide responsive, accountable, and trustworthy governance within the Metro organization

LA County has a complex transportation ecosystem, with equally complex and varying governing structures. However, these intricacies and nuances should be invisible throughout the user's mobility experience. This Plan puts the user at the forefront of how we do business. We employ the idea of the curb-cut effect[6] throughout the Plan—the concept that when the transportation system is designed to meet the needs of its most vulnerable users, the benefits cascade to everyone.

In theory, these are simple concepts. Addressing the root causes of our transportation problems will require bold action that can only be taken with a combination of leadership and partnership, and with the widespread support of the public. Implementing Metro's vision will be a collective effort that draws the active participation of many people and organizations in the region. The sections that follow describe the specific initiatives and actions we have identified for achieving each of our five core goals, including, where applicable, benchmarks and targets that will help Metro measure progress. Both the goals themselves, and the action items identified to achieve those goals, reflect input gathered through the outreach process described previously. The Action Matrix at the end of this document summarizes the goals, initiatives, and actions contained in the Plan for quick reference. The measures and timelines shown in the matrix will be reviewed and refined as we implement Vision 2028 to ensure alignment with the desired outcomes. Metro will issue periodic reports to the public on the progress toward these goals and initiatives, and we will review the Plan every five years to ensure that we are advancing toward our vision.

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6. Blackwell, Angela Glover. "The Curb-Cut Effect." *Stanford Social Innovation Review*. Stanford University, 2017. *ssir.org/articles/entry/the_curb_cut_effect*. Accessed June, 2018.

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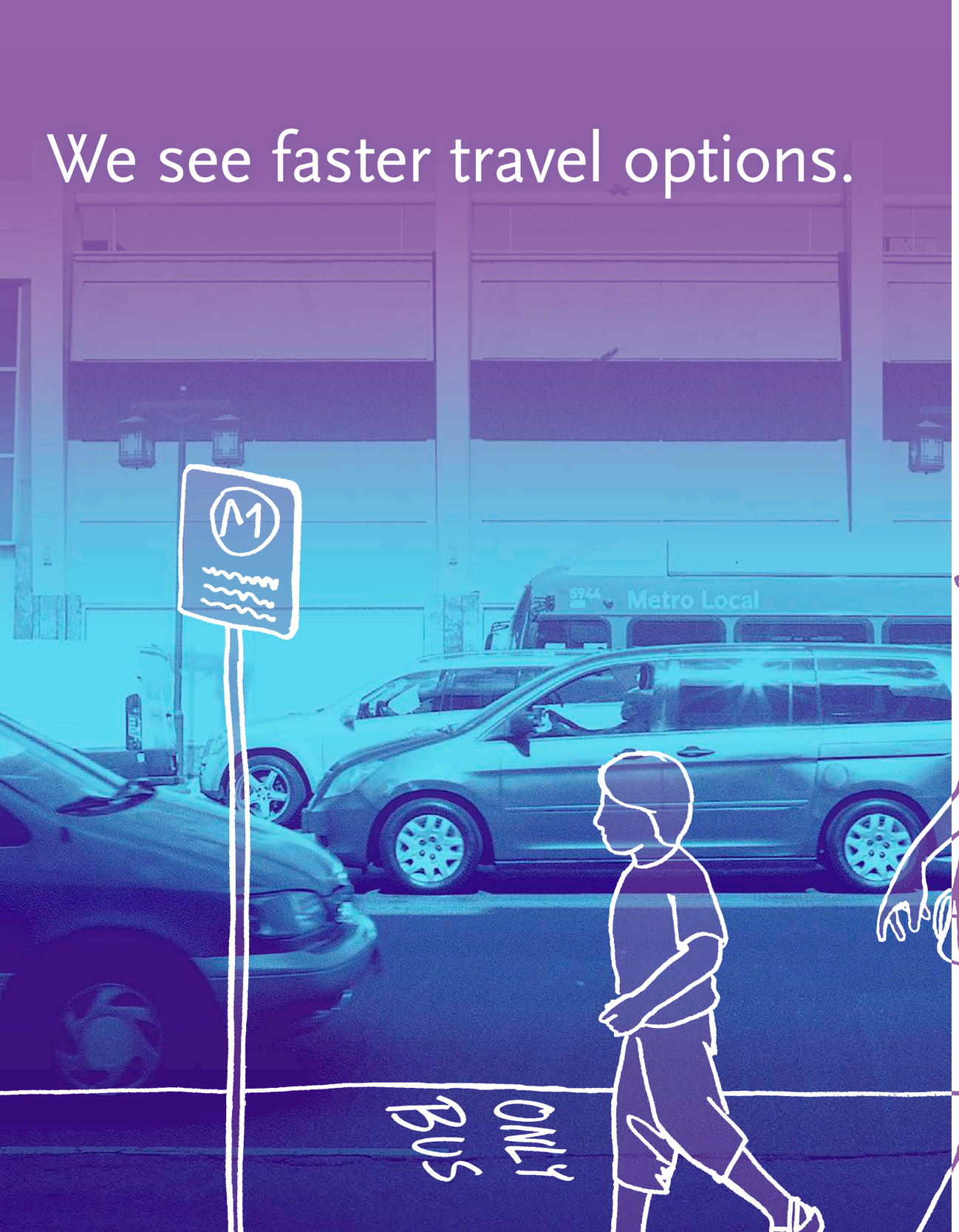
We see faster travel options.

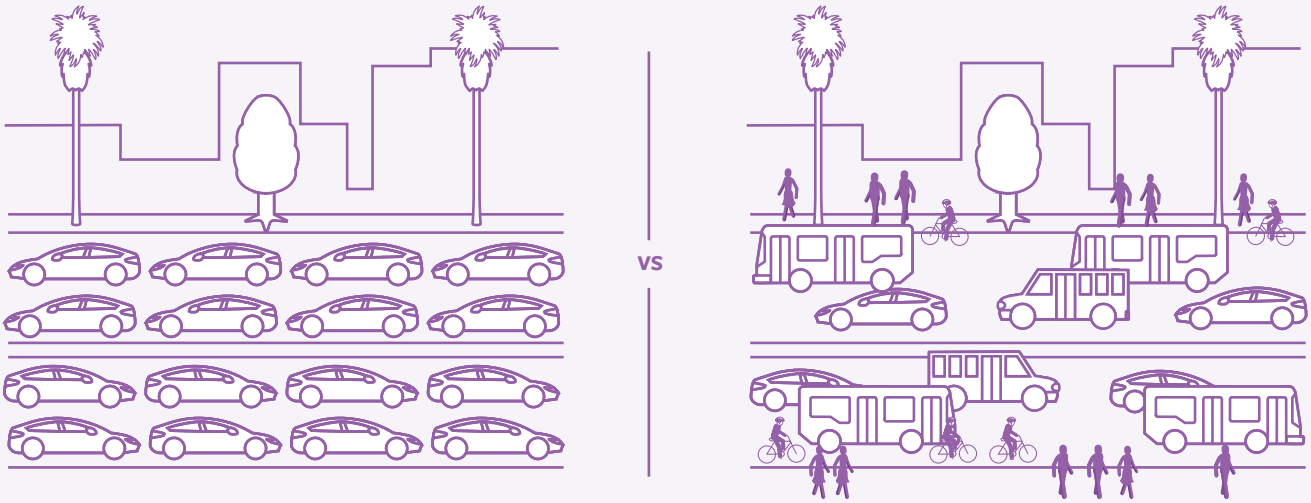


GOAL 1

Provide high-quality mobility options that enable people to spend less time traveling.

To achieve this goal, Metro will expand transportation options, improve the quality of its transit network and assets, and take steps to manage demand on the entire network. This includes leveraging resources and influence and working with public and private sector partners to provide a transportation system that is easy, convenient, and reliable for all users. Increased use of high-capacity mass transit, walking, bicycling, and ridesharing will allow the existing network to accommodate more trips while providing a higher level of mobility for residents and businesses. Specific actions and initiatives to advance Goal 1 are described as follows.

Finite and precious, our street space can be better used.



Sixteen solo drivers in traffic congestion

Many more people moving smoothly when we make better use of street space

1.1. To expand the transportation network and increase mobility for all users, Metro will:

Target infrastructure and service investments toward those with the greatest mobility needs. For the 10 million residents of LA County, access to opportunity requires access to transportation. Currently, however, vast disparities in access to high-quality transportation exist among neighborhoods and population groups in the region. These differences limit the ability of many residents to access jobs, housing, education, and health care. To address and overcome these disparities, Metro will begin by identifying gaps in the transportation system and prioritizing service and infrastructure investments to areas with the greatest need, with the goal of improving transportation options for the County's most vulnerable populations. Those investments will also deliver tangible public health benefits – in the form of increased safety, improved air quality, and better access to goods and services, including health care – that are especially important for disadvantaged residents.

Metro has already established an equity framework that is founded on the principles of comprehensive, broad, and inclusive community engagement. These principles will be embedded in all aspects of the agency's activities as we forge partnerships to plan and deliver mobility services and related infrastructure that helps address physical, social, and economic barriers to opportunity. An overview of the equity framework is provided in Appendix C.

Expand the transportation system as responsibly and quickly as possible. Measures R and M provide funding for investments to strengthen and expand LA County's transportation system, as well as to support ongoing operations and maintenance so that the system can continue to perform at the highest levels over time. Metro is committed to delivering projects across all modes as mandated by Measures R and M as quickly as possible without adversely affecting other services and responsibilities. This means delivering projects on time and on budget, and considering multiple potential delivery mechanisms for any project, including public-private partnerships. Our Long Range Transportation Plan update process will be used to forecast available revenues to meet the timeline for completing these projects. As a start, LA's commitment to host the 2028 summer Olympic Games creates a strong added incentive to quickly improve mobility across the region. Metro has the opportunity to advocate for accelerated resources, particularly from the state and federal government, to deliver the 28 projects that have been identified for improving the transportation system before the start of the Games.

1.2. To improve LA County's overall transit network and assets, Metro will:

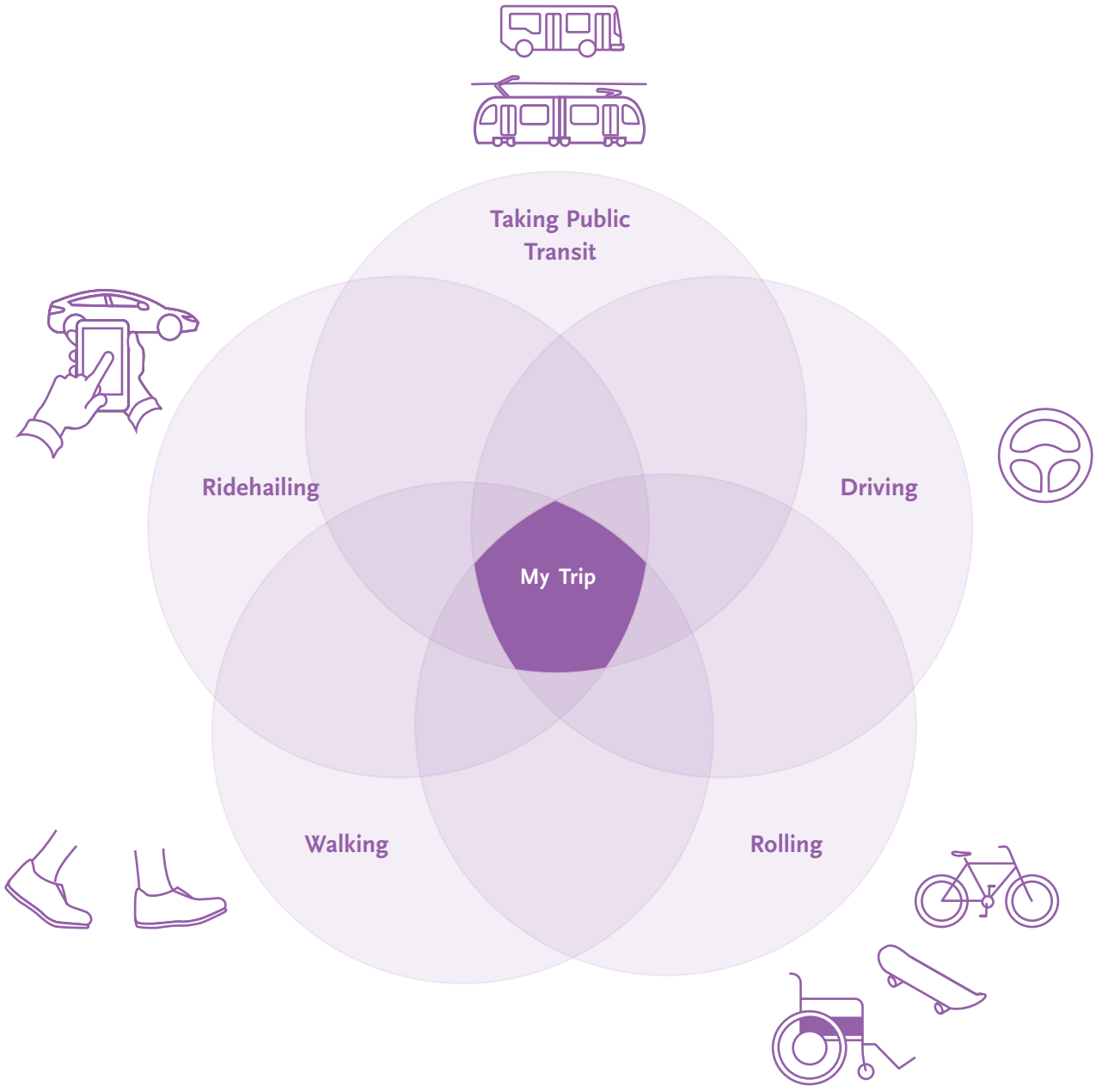
Invest in a world-class bus system that is reliable, convenient, and attractive to more users for more trips. Metro's bus network is the foundation of our public transport system and carries over 70% of our transit passengers. However, our 2017 customer satisfaction survey highlights several opportunities for attracting and promoting increased use of the network. Despite proximity to bus services, many survey respondents did not feel that buses offered them a viable form of transportation. Many expressed concern that bus travel was too slow and took too long to get them where they wanted to go. Respondents attributed this issue to buses operating on congested streets, being stuck at traffic lights, and lacking dedicated lanes that would prioritize bus travel. There was also concern about the reliability and convenience of trips that require multiple transfers, since the wait time between transfers can greatly increase uncertainty over travel time, as well as

overall trip time. Increasing congestion on local streets has significantly degraded the performance of Metro bus routes in recent years, causing substantial inconvenience to transit passengers and increasing Metro's costs to maintain the same levels of service.

To address the travel time and reliability concerns we heard in the customer survey, Metro will prioritize significant investments to improve the performance and overall user experience of our bus network over the next 10 years, including a 30% improvement to the system-wide average bus speed from the current average of 11 miles per hour (mph). We will collaborate with municipal partners and other transit operators to dedicate the resources necessary to reclaim street space in ways that maximize people throughput over vehicle throughput. Exclusive lanes will be assigned to high-capacity vehicles, and passengers who are willing to share rides will be rewarded. Metro will also take a more aggressive approach to identifying and mitigating congestion hot spots that inhibit faster transit operating speeds on the network. In sum, we will work to vastly reduce trip times for bus passengers by finding ways to move buses swiftly through congested areas. Complementing this effort is our ongoing NextGen Bus Study, which will reimagine the bus network to improve mobility for County residents. Our current bus network has not had a major overhaul in 25 years. Since that time, the region has added over a million residents, many local communities have transformed, and travel patterns have changed.

For the local bus network, Metro's aim is to achieve a minimum average speed of 15 mph and an aggregate minimum service frequency of 15 minutes along each service corridor. Where it would be very challenging to deliver a minimum service frequency of 15 minutes, Metro will explore opportunities to provide demand responsive services, such as microtransit or shared ride services, as a better alternative for customers.

A trip can be completed in varieties and combinations of travel methods.



Metro will also make a number of improvements aimed at increasing the speed and carrying capacity of the entire bus system. Any savings from improving bus network efficiency will be reinvested in bus services for LA County.

- Over the first five years of this Plan, Metro will identify and implement measures, such as signal priority, queue jumps, and enforcement of exclusive lanes, to achieve a minimum average speed of 18 mph on Rapid bus routes and provide faster travel options in these corridors.
- In the second five years of this Plan, Metro will begin converting strategic Metro Rapid corridors to bus rapid transit (BRT) corridors as part of an effort to establish a network grid of high-frequency, high-capacity, fast bus service across LA County. BRT corridors will be implemented in partnership with local municipalities, who control the roadways in most instances. Implementation details will be developed through additional studies, such as the NextGen Bus Study, the BRT Vision and Principles Study, and updates to the Long Range Transportation Plan.
- Metro will expand the BRT program as planned along major arterials and highways throughout the County and will use Metro funds to provide incentives for regional partners to accelerate the delivery of elements that are critical to BRT success, such as signal priority and exclusive lanes.

Partner with Metrolink to increase the capacity of the regional transportation system. Regional commuter rail services in LA County are provided on behalf of Metro by the Southern California Regional Rail Authority (SCRRA) under the brand name Metrolink. Metrolink serves people traveling to LA County from throughout the Southern California region. Its trains run on routes that parallel congested highway corridors and offer the traveling public an alternative solution to driving alone. However, service is at capacity due to the constraints of the existing infrastructure, which include single-track sections and limited station capacity. This affects the frequency of services on all lines. Metrolink service is further constrained by operating agreements with freight railroads and by the need to share track with freight traffic on parts of the network. Metro will work with SCRRA to leverage the potential of this critical transportation resource by exploring opportunities to provide more frequent and reliable Metrolink services, improving customer satisfaction, and supporting better transit connections throughout the network.

Optimize the speed, reliability, and performance of the existing system by revitalizing and upgrading Metro's transit assets. To deliver world-class transit service, transit assets must be maintained in a state of good repair. Over the next 10 years, Metro will build a state-of-the-art, condition-based asset management practice for maintaining all its mission-critical assets to the highest performance standards and upgrading to current technologies. This will significantly reduce trip disruptions on our buses and trains and improve the integrity of the overall network.

Improve connectivity to provide seamless journeys. A major opportunity exists to improve customers' overall trip experiences by improving the connectivity of transportation services. A number of customer survey respondents indicated that access to and from Metro rail stations made it challenging to use rail service. Transit customers, even those with access to bus service, reported challenges resulting from the need to transfer between routes.

To improve connectivity and service performance across the entire transportation network, Metro will measure and improve upon a number of factors (note that several of these issues are also discussed under Goal 2, which focuses on improving the user experience):

- Distance customers must travel to access a high-quality service;
- Number of transfers to complete a trip;
- Time to wait and quality of experience at each transfer point;
- Quality of the integration and coordination of mobility services, regardless of mode or provider (e.g., rail and bus connections, coordination of services between Metro and municipal transit operators, improvements at transfer points between transit lines);
- Level of understanding and comfort with using the transit system;
- Quality, content, and accuracy of information provided to users for their entire trip; and
- Existence and quality of transportation infrastructure, such as sidewalks, bikeways, and drop-off zones that help facilitate access to transit (these efforts will build off Metro's current first/last mile and active transportation planning work[7])

7. For information on Metro's work on first/last mile and active transportation, please visit *metro.net*.

As a major funder of many transportation providers in the region, Metro will leverage its resources to incentivize regional partners to improve connectivity and deliver seamless journeys. We will update our design standards to improve connectivity between transit lines and connecting modes for all transit facilities. All transit corridors under study will include plans related to creating clear, comfortable, and user-friendly transfers at major connection points.

Improve safety on the transit system and reduce roadway collisions and injuries. As a transit operator and funding partner for streets and highways, Metro plays a significant role in transportation safety. Metro will continue to use improvements in technology, equipment, and infrastructure to improve safety on its transit network. In addition, Metro's funding decisions will prioritize projects that improve safety and reduce conflicts between different roadway users while improving system integration and maximizing person throughput. Finally, Metro will develop and execute a legislative strategy to improve passenger and transit vehicle safety through policy and regulatory actions at all levels of government.

1.3. To manage transportation demand in a fair and equitable manner, Metro will:

Develop simplified, sustainable, and comprehensive pricing policies to support the provision of equitable, affordable, and high-quality transportation services. Sustainable financing of transportation services has long posed challenges for government agencies around the world. Metro will assess new pricing models to develop a simplified, fiscally sustainable, system-wide approach to pricing that addresses affordability concerns for low-income and disadvantaged populations while also providing better mobility and security for all users across Metro's portfolio of transportation services. Reforms to our pricing strategy must balance revenue, equity, security, and ridership concerns. Over the next five years, Metro will conduct a comprehensive pricing study to develop policy recommendations consistent with these goals.

Implement the ExpressLanes Tier 1 network within the next 10 years. Travel time uncertainty is a significant factor in the choice of transportation modes for people and goods. The Metro ExpressLanes Program can help mitigate delay by providing users a choice to pay a toll in order to save time. This program currently operates on the I-110 and I-10 freeways. ExpressLanes provides drivers with options for a reliable trip experience and can also improve the operational efficiency of existing highway lanes for all users, including freight. Planning studies are underway to add new ExpressLanes corridors to County highways to eventually create a network that benefits users system-wide.

In the future, it may be possible to reduce capital investment needs through advances in technology (such as apps that facilitate toll payments) and the use of innovative financing models to accelerate implementation of the planned ExpressLanes Tier 1 network within LA County. Revenue generated from the ExpressLanes Program will be reinvested to provide improved, high-capacity mobility services throughout the County.

Test and implement pricing strategies to reduce traffic congestion. Congestion in LA County is prevalent throughout the day and occurs on arterial streets, as well as on regional highways. To address this problem, Metro will test pricing strategies for managing demand in the most traffic-clogged areas of the County. Such strategies will seek to simultaneously improve transportation equity and capacity by applying excess revenues to expand high-quality rapid transit options. Metro will conduct a study to identify the best locations for proof-of-concept projects, with the intent to deploy demonstration projects within five years.

Manage congestion and reduce conflicts between the movement of goods and people on streets and highways. LA County is home to the nation's largest container port complex, which handles approximately 40% of all containerized imports to the United States and serves as a critical transport link for U.S. exports. Movements between the County's ports and intermodal transfer, warehousing, and distribution facilities located along its major north-south and east-west transportation corridors generate high volumes of truck traffic on highways and connecting local arterials. Resulting congestion and traffic delays adversely affect businesses' ability to get goods to market quickly and cause economic losses to the County and the nation as a whole.

Meanwhile the growth of home delivery services is adding to traffic in urban areas, further straining the County's local road networks. This trend is also leading to increased interactions between delivery-vehicle drivers and other travelers (including bus passengers, pedestrians, bicyclists, and motorists), impacting transit operations, exacerbating parking issues, and elevating the need for curb management on local streets.

Rising demand for the movement of people and goods increases congestion and affects safety, efficiency, and capacity on the County's critical freight corridors and local streets. To address these daunting challenges, Metro will develop a Goods Movement Strategic Plan for Los Angeles County that holistically evaluates the interaction of goods movement and passenger mobility and sets a course toward implementing solutions that ensure mobility for all users while balancing economic, environmental, and equity goals. Metro commits to partnering with the Ports of Los Angeles and Long Beach, Caltrans, local municipalities, and private freight operators to leverage the resources necessary to improve operational conditions on all the County's critical freight corridors and on local streets.

In sum, Metro's aim is to ensure that all transportation system users can safely and effectively coexist despite the potential conflicts between them. Strategies to resolve these conflicts and improve goods movement across the region will include the use of technology and pricing to improve safety and operational efficiencies in high-volume corridors while increasing rapid transit capacity as a way to move large numbers of people through these corridors more quickly. By doing so, adequate capacity will be preserved for goods movement.

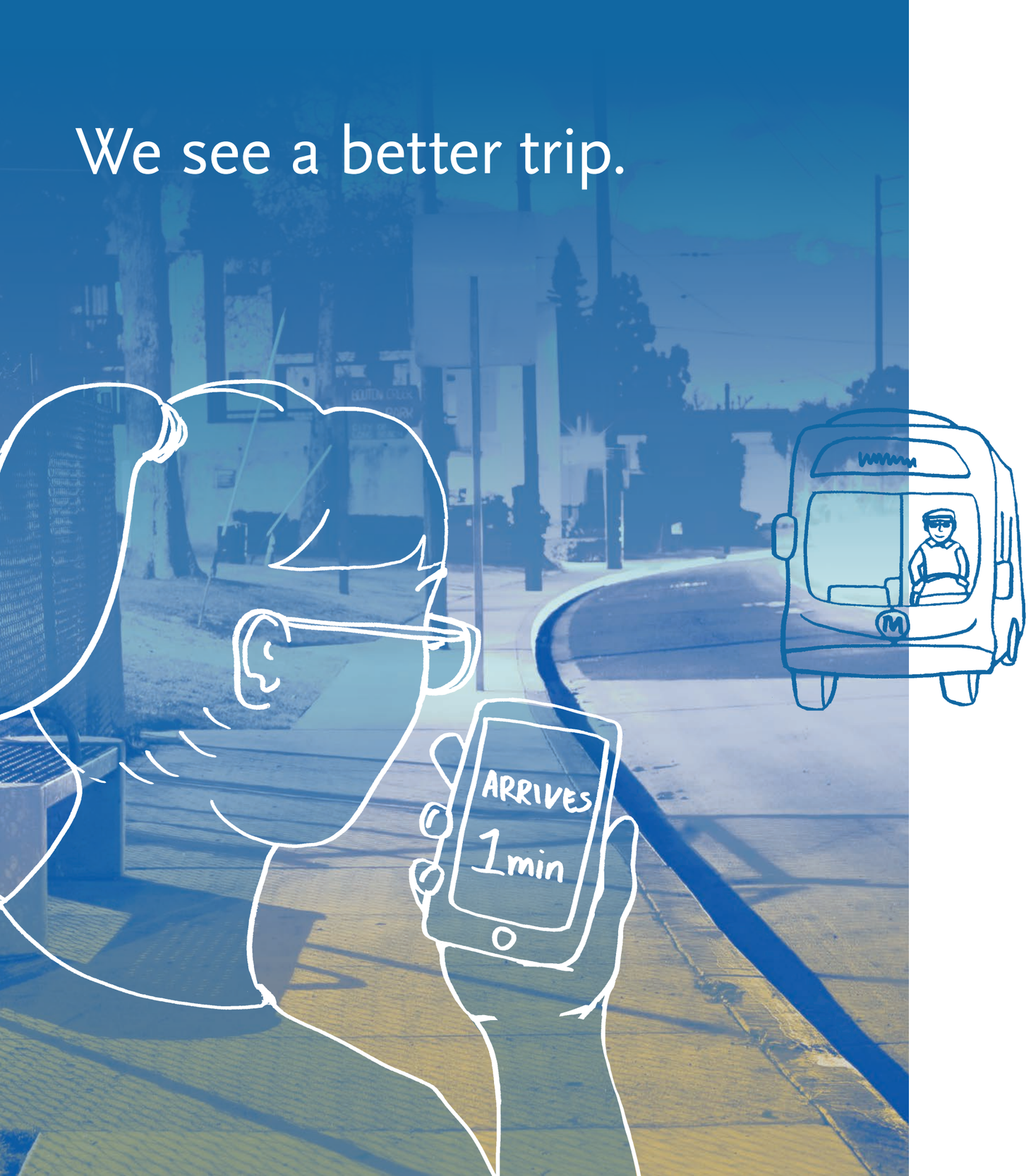
Metro acknowledges the need for partnerships with local, regional, and state authorities to leverage funding to maintain streets, highways, and shared freight rail corridors in a state of good repair for all users. Consistent with the vision of this Plan, Metro will work with its partners in the region to advance more efficient use of roadway capacity through needed state of good repair projects.

Finally, the Metro Vision 2028 Plan asserts that, on the region's highway and roadway system, new capacity and elimination of bottlenecks will be balanced with complementary measures to manage long-term demand for solo driving. Attention will be paid to capacity management in order to improve the overall efficiency and effectiveness of the system for all users. Moving more individuals using less space will allow the entire system to operate more effectively.

Explore opportunities for expanding access to shared, demand-responsive transportation options for everyone.

The prevalence of transportation networking companies (TNCs), such as Uber and Lyft, is generating new demand-responsive travel options for many people. However, these types of services are not accessible to all residents, add to congestion and pollution, and typically operate under different rules than other providers, which remain subject to strict regulations that were established in a different era. Metro will begin looking at possible legislative and regulatory strategies for leveling the playing field to preserve competition, reduce negative impacts, and ensure access to a variety of transportation options for everyone.

We see a better trip.

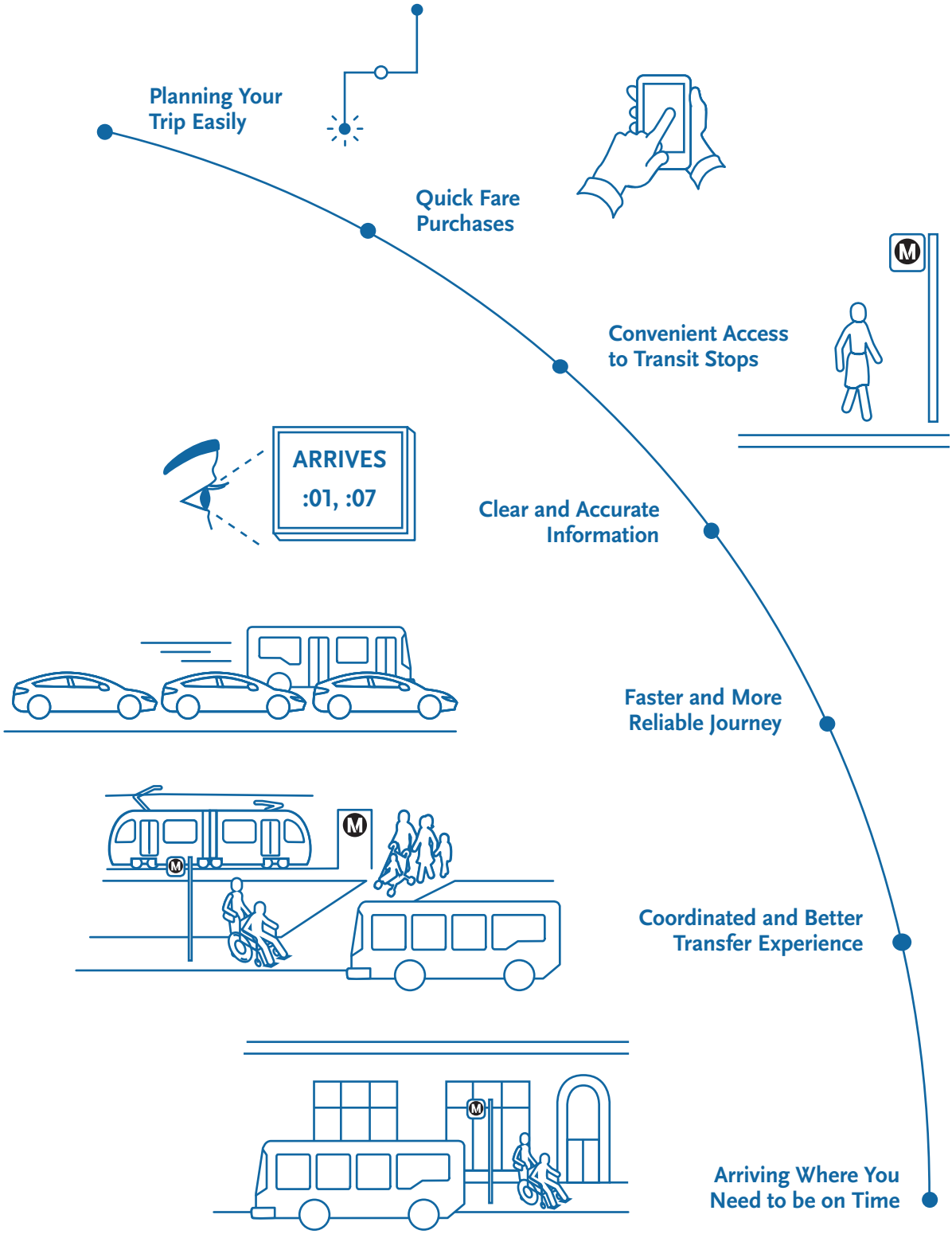


GOAL 2

Deliver outstanding trip experiences for all users of the transportation system.

Metro will endeavor to improve trip experiences for all users of the transportation system, recognizing that a world-class system, serving a world-class metropolis, should be attractive, affordable, efficient, safe, convenient, and user-friendly. Specifically, Metro will take actions to improve security, ease of use, and access to accurate travel information on the region's transit systems, and will work to improve customer satisfaction at all customer touch points, as described in the following pages.

Smooth Trip


Planning Your Trip Easily
Quick Fare Purchases
Convenient Access to Transit Stops
ARRIVES
:01, :07
Clear and Accurate Information
Faster and More Reliable Journey
Coordinated and Better Transfer Experience
Arriving Where You Need to be on Time

2.1. Metro is committed to improving security.

In 2017, Metro implemented a new staffing and deployment model that is designed to increase the visibility and effectiveness of security and law enforcement personnel at Metro facilities. Metro's objectives are to:

- Prevent crime,
- Reduce the transit system's vulnerability to terrorism, and
- Enforce Metro's Code of Conduct, as well as the payment of fares

To achieve these objectives, Metro will rely on a multi-layered, integrated security program that comprises technology, people, and partnerships. Our first line of defense is prevention. By actively riding buses and trains, and by conducting foot patrols at stations, the deployment strategy aims to deter criminal activity by maintaining high law enforcement visibility, system-wide. Metro also plans to install state-of-the-art technologies for improved video surveillance and access control systems.

Partnering with communities is a key component of Metro's security plan and is critical to improving the security environment. As Metro continues to identify ways to enhance security, we will engage in community outreach to help inform our efforts to prevent sexual harassment, transit-related crime, and fare evasion. Metro's team of civilian fare inspectors will undergo implicit bias training, and Metro will work with law enforcement partners to update our current Community Policing Plan to reflect the agency's priority to improve the customer experience. Metro is committed to implementing a security and policing model that enables all transit users to travel safely, anytime and anywhere.

2.2. Metro is committed to improving legibility, ease of use, and trip information on the transit system.

Whether planning a trip, paying a fare, finding a stop, or sharing a ride, customers need convenient and seamless options for planning and completing their travel. In Metro's 2017 customer satisfaction survey, respondents asked for clear, timely, and accurate information about arrival times, bus lines, and transfers between transit services.

In coming years, Metro will work to align information across all its technology platforms to ensure that customers can make informed travel decisions and easily access accurate trip information. We will coordinate with other municipal and local transit operators, Metrolink, and Access Services to streamline transit information across the different providers. In addition, Metro is in the process of equipping its bus fleet with a cellular data system that will vastly improve arrival time predictions and make more information available to riders through on-board WiFi. This capability will be expanded to all of Metro's rail services so that accurate information is consistent across all modes.

Metro will also work to improve the transfer experience, focusing on the six guiding principles from our Transfers Design Guide:

- Safety and Security, such that the transit journey feels safe and secure for all riders
- Efficiency, which relates to the rider's path between connections (i.e. proximity between stops and directness of path)
- Accessibility, as defined by an unobstructed path and boarding area for customers of all abilities and the variety of ways in which they travel (e.g. alone or with a bike, wheelchair, stroller, etc.)
- Clarity, as it relates to clear information and wayfinding, presented in accessible formats to navigate the transit network
- Comfort, in terms of the quality of the overall transit environment (e.g. transit amenities, artwork, cleanliness, maintenance) and experience
- Consistency, as it relates to reliable elements at each stop or station that help create a comfortable journey

To streamline trip payment for all travelers within the next five years, Metro will integrate fare collection for all mobility service providers through our Transit Access Pass (TAP) card program. Metro will leverage TAP's planned enhancements while positioning itself to take

advantage of rapidly evolving technology and fare payment options over the 10-year horizon of this Plan. Along with improvements to TAP, Metro will implement a new mobile application that integrates trip planning and payment for all services on a single platform. Beyond five years, Metro will establish an open payment system that allows cardholders to use TAP for small purchases of other goods and services, in addition to mobility services.

2.3. Metro will improve customer satisfaction at all customer touch points.

Touch points occur when customers interface with Metro's trip planning tools and website, use mobility services, wait at a bus stop or train station, contact Metro's customer care service center, or interact with Metro personnel in other ways. Metro will strive to make customer interactions easy, seamless, comfortable, and inviting. Metro plans to dedicate staff resources to oversee customer experience and will develop a comprehensive approach for improving customer satisfaction, focusing on several areas of opportunity:

- Develop a unifying vision and strategy for enhancing the customer's experience,
- Improve customer journey and touch points, and
- Use data analytics to benchmark and measure system performance in meeting customer satisfaction targets

Quality of customer experience is further described in Metro's Transfers Design Guide; it also overlaps with the issues raised in the foregoing point about improving transit users' experiences, which includes, but is not limited to, addressing items such as cleanliness, comfort (protection from heat and other weather and environmental conditions), ease of navigation, and security. Metro will regularly seek feedback through customer engagement to improve existing products and services and develop new ways to meet evolving customer needs.

We see vibrant communities.

GOAL 3

Enhance communities and lives through mobility and access to opportunity.

Transportation plays an integral role in supporting vibrant, prosperous communities and in enabling individuals and families to access jobs, essential services, education, and other social, cultural, and recreational opportunities. Through active collaboration with public and private sector partners, Metro will continue to work to make LA County's transportation system more accessible, inclusive, and responsive to the needs of the diverse communities it serves.

3.1. To lift up local communities, Metro will create jobs and career pathways in transportation.

Metro is already deploying a number of strategies to ensure that its programs and services generate direct opportunities for LA County residents to contribute to their communities and the local economy.

For example, Metro is rolling out the Workforce Initiative Now-Los Angeles (WIN-LA) Program, a groundbreaking workforce development program that promotes career pathways in the transportation field, including in such occupations as construction, operations and maintenance, administration, and professional services. The program will support participants in areas such as life skills development, skill set enhancement, and educational attainment. WIN-LA will also increase resources for the training and placement of qualified individuals in "hard-to-fill" positions within Metro and the transportation industry.

Metro is eager to collaborate with private sector employers, community colleges, labor organizations, and others to implement WIN-LA. We will also work with federal funding partners to support targeted and local hiring in the interests of advancing economic opportunities and benefits for communities in LA County.

Finally, Metro will develop a transportation-focused school curriculum to extend the career pipeline to elementary, middle, and high school students. This curriculum will be implemented as part of a specialized school in LA that is designed to cultivate the transportation workforce of the future.

3.2. Metro will leverage its transit investments to catalyze transit-oriented communities and help stabilize neighborhoods where these investments are made.

Transit-oriented communities (TOCs) maximize equitable access to a multi-modal transit network through land use and holistic community development policies that are integrated with transportation infrastructure and service delivery. To catalyze and support TOCs, Metro will actively promote policies that address key challenges for nurturing vibrant, healthy, and complete communities, including:

- Housing Affordability: Prioritize development and preservation of transit-adjacent Affordable Housing
- Neighborhood Stabilization: Protect and support local residents and businesses from displacement
- Sustainability: Ensure that infrastructure investments are multi-beneficial, improving access to transit and enhancing communities' environmental resilience
- Economic Vitality: Promote sustained economic vitality directly benefiting existing communities

In addition, Metro will incorporate TOC considerations into all new transit corridor plans and develop strategic TOC recommendations for jurisdictions where transit corridors are located. Metro's proposed TOC policy is included in Appendix D.

3.3. Metro is committed to genuine public and community engagement to achieve better mobility outcomes for the people of LA County.

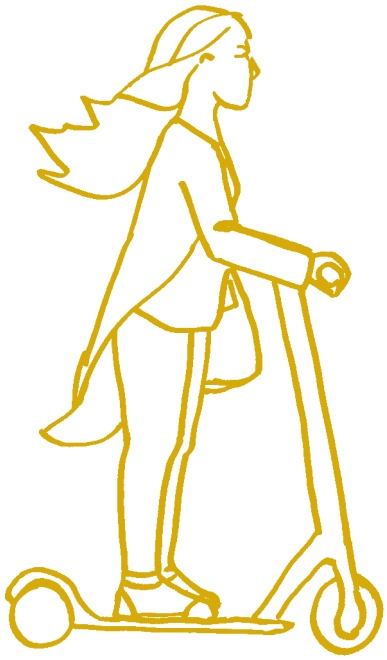
Using our equity framework as a guide, Metro will invite a diverse range of participants to have a voice in decision-making about future service and infrastructure investments. This includes proactively reaching out to those who have remained at the margins of decision-making in the past, including underserved communities and the organizations that represent them. We will increase efforts to establish multiple forums and methods for meaningfully engaging with communities, including through in-person and virtual meetings and town halls, social media platforms, community surveys, and a variety of other methods specific to the context and needs of different communities. Metro's equity framework provides the foundation that supports all our engagement and outreach efforts.

3.4 Metro will play a strong leadership role in efforts to address homelessness in LA County.

Homelessness is a crisis not only for people who cannot obtain shelter, but for all County residents. In terms of transportation impacts specifically, the presence of homeless people on Metro services and properties can deter other potential riders and affect mobility. For Metro, the critical challenge is to balance our commitment to delivering excellent customer experiences with our commitment to also assist homeless individuals. Metro is working with social service agencies to provide outreach to persons experiencing homelessness or suffering from mental illness. Connecting these populations to social services will have a positive impact on the overall experience of transit users.

More broadly, Metro will integrate the philosophy of "housing for all, jobs for all" in all programs, services, and outreach, recognizing that Metro itself produces significant opportunities for employment throughout the agency and heavily influences housing development throughout the County. Together with partners across the County, Metro will aggressively pursue an end to chronic homelessness for the sake of homeless individuals and our customers.

Through partnerships with government, advocacy organizations, and others, Metro will lead, support, and promote strategies that effectively transition individuals from homelessness to permanent housing. This includes expanding on our existing Homeless Outreach Pilot Program to increase the presence of C3 (city, county, and community) teams as the first point of contact with individuals in need. Our philosophy is to approach homeless individuals with respect and make every effort to preserve their dignity as we seek to address their needs.



GOAL 4

Transform LA County through regional collaboration and national leadership.

Metro has been entrusted with improving LA County's transportation system, thereby helping the region to realize its full economic potential and delivering greater access to opportunity and improved quality of life for the County's 10 million residents. Metro shares the region's commitment to environmental sustainability and will take a strong leadership role in managing and building a resilient mobility system that effectively reduces greenhouse gas emissions and helps to address public health issues while moving people throughout the County. Achieving the vision and goals laid out in this Plan will require cooperation, coordination, and collaboration among Metro and its many partners and stakeholders.

4.1. Metro will work with partners to build trust and make decisions that support the goals of the Vision 2028 Plan.

While Metro owns and operates significant components of the County's transportation system, the remaining elements, particularly streets and highways, are governed by other jurisdictions. Many transportation services in the region are also owned and operated by a combination of public and private providers. Although Metro does not direct the actions of its partners, Metro does distribute a substantial portion of the County's transportation funds to these organizations. In this capacity, Metro can provide incentives for partner organizations to help in delivering the mobility agenda described in this Plan. To this end, we view Vision 2028 as a launch pad for achieving a shared mobility vision within the Metro organization and with our stakeholders throughout the region. Additional coordination and identification of parties involved in each action will occur as we implement the Plan.

Transportation interfaces with quality of life issues, such as equity, economic opportunity, gentrification, displacement, affordable housing, homelessness, environmental quality, public health, and access to education and health care. Beyond its core transportation responsibilities, Metro cannot, by itself, address the broader challenges facing our communities. Partnerships with other public, private, and non-profit organizations are essential to identify and implement effective solutions.

Metro's partnerships will be guided by several principles:

- Metro will work to build trust with partners and stakeholders across the County in the interests of sharing data and information for transparent, inclusive decision-making.
- Metro will encourage municipal partners to adopt transit-supportive land use policies, including appropriate parking, urban design, and housing regulations.
- Metro will work closely with municipalities, councils of government, Caltrans, municipal and local transit operators, Metrolink, and Access Services to implement holistic strategies for advancing mobility goals in LA County.

- Metro will incentivize partners to coordinate resources and cooperate with Metro to improve multi-modal transportation options for all users.
- Metro will seek opportunities for co-investment with public and private sector partners where both risk and reward are shared proportionately between partners.

Historically, Metro has assumed a de facto role in attempting to mitigate some of the above-mentioned quality of life challenges. However, to realize its strategic goals, Metro must engage the participation of stakeholders across the region and play a supporting role where the governing authority lies with other organizations. Leveraging partnerships, Metro can take deliberate steps to lead where it has the authority, offer guidance where it provides funding, and support others where there are additional opportunities to shape outcomes that benefit the broader public.

4.2. Metro will help drive mobility agendas, discussions, and policies at the state, regional, and national levels.

As we implement this Plan over the next 10 years, Metro will engage partners throughout government and in the private sector to test ideas and solutions for delivering better, faster, smarter, equitable, and more cost-effective transportation services to our customers. We will work with the California legislature and the U.S. Congress to explore new or enhance existing cost-sharing models, enact supportive policies, and, where appropriate, remove bureaucratic red-tape to bring innovative ideas to fruition. With respect to new technologies that have yet to be regulated, such as connected and autonomous vehicles, Metro will work to help establish and enforce policies aimed at shaping their deployment in ways that advance the goals in this Plan and protect the public interest.

To focus its efforts for the duration of this Plan, Metro will develop a five-year legislative strategy and track progress on an annual basis. Metro will also continue building coalitions with local and regional organizations to address common issues at the state and national levels.

We see a responsive Metro.

GOAL 5

Provide responsive, accountable, and trustworthy governance within the Metro organization.

To deliver the best possible mobility outcomes, Metro itself—as an organization—must be positioned to succeed. Responsive, accountable, and trustworthy governance is critical to continue building credibility with decision-makers, public and private sector partners, customers, and employees. By improving its business practices, Metro can perform more effectively and adapt more nimbly to the changing needs of its customers.

5.1. Metro will leverage funding and staff resources to accelerate the achievement of goals and initiatives prioritized in this Vision 2028 Plan.

This includes aligning all business processes, resources, plans, and tools with our strategic vision, goals, and initiatives and ensuring that financial decisions, annual budgets, programs, services, and the update of Metro's Long Range Transportation Plan support Metro Vision 2028. It also means aligning human capital and financial resource decisions to reflect the Plan's vision and priorities. This realignment will occur in a phased approach over the next several years to allow for the completion of initiatives that are already in progress.

5.2. Metro will exercise good public policy judgment and sound fiscal stewardship.

Although LA County has seemingly unlimited transportation needs, we operate in an environment of finite resources. Metro must continuously prioritize limited funds to provide the most value to the public while maintaining a high standard of fiscal responsibility. We will be transparent about the tradeoffs of our budget decisions and use best practices to assess the full life-cycle costs of infrastructure and service investments, particularly as we move to implement projects made possible by Measures R and M. Metro is keenly aware of the need to allocate adequate resources for operation and maintenance over the life of our equipment and infrastructure. We will not build unless we can also afford to maintain.

Periodically, Metro will evaluate existing service investments to ensure that we are continuing to offer high-quality mobility options across the County. The metrics used to assess service quality will extend beyond service frequency and coverage to include performance outcomes such as responsiveness and productivity. Metro will preserve service levels, quality, and performance to the greatest extent possible, especially during periods of declining or uncertain revenues. When revenues fall short of projections, funding for mission-critical operations in the form of service continuity and maintenance to preserve state of good repair will take precedence over other investments.

Metro strives to achieve the highest return on investment for taxpayers and acknowledges that return is not always best measured in monetary terms. The value that Metro provides in transportation services is defined by more than just fare box recovery and ridership. As passenger miles

traveled in LA County continue to grow, strains on the transportation system can be expected to increase. Metro will regularly evaluate its service offerings to ensure the lowest system impact for the highest gain in mobility. Metro will consider multiple measures of success to demonstrate value to the public, such as:

- Productivity of service in terms of people throughput, and
- Passenger miles traveled relative to vehicle miles traveled

Over the next two years, Metro will align the policies governing its service investments with the priorities and objectives of this Plan and will incorporate the measures used to assess Metro services in an agency-wide program for performance management and continuous improvement.

Metro operates under the philosophy that the assets we acquire and develop on behalf of LA County taxpayers should generate maximum value and benefit to the public. As part of this obligation, Metro will explore, evaluate, and implement revenue generation and value creation initiatives to generate the additional resources needed to support operations, maintenance, and reinvestment in the County's mobility system.

5.3. Metro will develop a transparent data management policy that addresses open data, data storage, and data protections.

Data is one of the most valuable assets in the digital age and is used and generated throughout Metro's business units. As we adopt and deploy new technologies, these technologies will generate new types of data that will be key to making effective service delivery decisions. Metro will develop an open data policy and data portal through which the public can access information with the aim of encouraging transparency and innovation. At the same time, Metro will also develop clear policies on data access, the protection of personally identifiable information, and data generated by private vendors under Metro contracts.

5.4. Metro will apply prudent commercial business practices to create a more effective agency.

Flexibility in our governance structure, policies, and processes will allow Metro to be nimble and to quickly realize the benefits of new opportunities that arise in the ever-changing transportation landscape. Over the next 10 years, Metro will look at its internal processes to remove unnecessary procedures and decision ladders that stand in the way

of being an agile, high-functioning organization. We will explore new business models, technologies, and tools for delivering services better, faster, and more effectively, and we will empower our staff with increased decision-making authority where appropriate. By applying prudent commercial business practices, Metro can use resources more efficiently, generating cost-savings that we will reinvest to improve service for customers. Other organizational improvements and reforms will free up capacity for innovation and strategic thinking and allow Metro to cultivate a workforce that can more effectively advance its mobility goals.

Over the next five years, Metro will develop a program of rigorous performance management and continuous improvement that includes streamlining business processes. One aim of this program will be to greatly improve the quality, management, and use of data to help Metro make prudent decisions in all parts of the organization. Key performance indicators and targets will be scrutinized and updated to ensure that they (a) align with desired outcomes for both customer-facing services and internal business processes, and (b) demonstrate progress towards achieving the long-term vision of this Plan. Metro will identify and incorporate global best practices and will benchmark its performance against that of best-in-class organizations.

Information exchange is essential to meeting Metro's commitments to the public. We intend to be transparent in our processes, decision-making, and performance and to share information about our progress with the public along the way.

5.5. Metro will expand opportunities for businesses and external organizations to work with us.

The number of new players in transportation continues to increase. Unconventional firms now overlap with traditional providers, increasing options and enhancing innovation, but challenging Metro's ability to respond quickly to the rapid pace of change. To maximize our engagement with traditional and non-traditional business partners, Metro will re-examine contracting rules, policies, and regulations to minimize requirements that unnecessarily restrict creativity and create barriers to entry for emerging and small businesses. We will also survey the small business community on a regular basis to assess the impact of changes we make to our processes and procedures.

Metro will continue to promote its Unsolicited Proposal Policy as another mechanism for introducing new ideas and business models, and will refine this process to focus on solutions for specific problems. Expanding the network of businesses that can contract with Metro will help drive innovation, support market competition, and generate better mobility solutions for the people of LA County.

5.6. Metro will foster and maintain a strong safety culture.

As Metro expands its rail system and bus fleet, keeps its transportation assets in a state of good repair, and operates in more shared-use corridors, a disciplined and ongoing commitment to safety culture by Metro's Board and staff will be necessary to protect the safety and well-being of Metro's passengers, employees, and the public at-large. Under the framework of an actively renewed safety culture, Metro's commitment to supplement and strengthen programs designed to address workplace safety, security, and employee wellness and support the physical and mental health and wellbeing of its workforce is of the utmost importance. In support of sustaining a strong safety culture, Metro will continue to invest in holistic programs for worker safety and wellness throughout its operations, with a special focus on enhancing security for frontline employees and improving worker safety at maintenance facilities and construction sites. These efforts will address all aspects of worker safety and security, including prevention first, incident response, and post-incident support and care. Metro will also remain diligent in implementing policies and providing management that support the safe operation of its buses and trains and the timely investment in maintaining a state of good repair for its operations infrastructure.

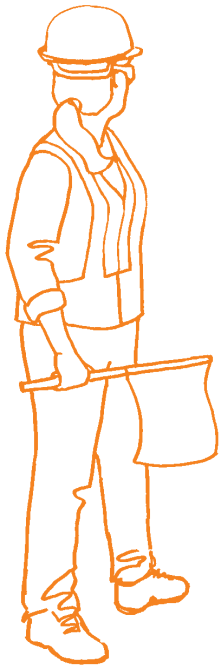
5.7. Metro will build and nurture a diverse, inspired, and high-performing workforce.

Metro recognizes that the work its employees do every day, in every single position, has a potentially significant impact on quality of life in LA County. Our employees are foundational to our success and we are committed to hiring the best people and nurturing them throughout their careers at Metro.

Over the next few years, Metro will streamline and improve recruitment processes to quickly hire the best and the brightest workers at all levels of the organization. We will also continue to develop our Career Pathways program to provide leadership and supervisory training and build a leadership capacity within the organization.

The 2017 Metro Team Survey provides a benchmark for employees' feelings about their work environment. Based on results from the survey, Metro is taking action to improve communications, safety, trust, and diversity and inclusion across the organization. We will continue to seek feedback from employees to improve their work experience and establish a culture of continuous workforce improvement.

In addition, Metro's Senior Leadership Team will cultivate a work environment that encourages innovation, independent thinking, and respect throughout the organization. Sharing this philosophy will help establish Metro as a workplace of choice that thrives on the exceptional talent to be found within the organization and in the transportation industry at-large.



CONCLUSION

To successfully and sustainably meet the transportation needs of LA County in the decades to come, existing resources must be used more effectively. The current system is inefficient: limited street space is largely given over to single-occupancy vehicles, which are too often stuck in traffic, while the most disadvantaged members of our community are confined to a patchwork of transportation options that frequently fail to meet their basic mobility needs. Changing this state of affairs is central to transforming LA County into a happier, more vibrant, more prosperous, and more equitable place to live and work.

This Plan describes the aggressive, long-term initiatives required to meet the County's ambitious mobility goals. Only by taking bold action can we achieve lasting, positive impacts for our region and our citizens. Implementing Vision 2028 will be a collective effort that requires participation from all players in the region. This means leadership and partnership will be essential to achieving our goals.

To fulfill and sustain LA County's economic and social promise, our future transportation system must provide a bridge to prosperity. Implicit in the five goals we have articulated for this Plan is the recognition that there is no single solution for our region's transportation challenges. Rather, we must tackle these challenges from several different angles, using a variety of strategies. To do so, we must summon the courage and political will of our elected leaders, as well as the support of the public. We will need to cultivate a higher tolerance for risk and greater perseverance to overcome inevitable setbacks and adapt to new developments. Above all, we must relentlessly and collectively pursue a common vision because our future depends on it.

Transforming travel in LA County is all about **giving people more time to focus on the things that matter most to them.**

Vision 2028 is about changing how Metro does business and about putting customers at the heart of our operations. The aggressive proposals we have put forward reflect a desire to cultivate a new relationship with all the County's residents. Fully achieving our core goal of delivering convenient, efficient travel options for everyone, at all times, on all modes, may take longer than a decade. But over the next 10 years, we believe we can make substantial progress consistent with the needs and priorities our customers have expressed.

Time is a precious commodity, and it must be valued accordingly. Transforming travel in LA County is all about giving people more time to focus on the things that matter most to them. You, the transportation system user, are at the heart of this journey, and we hope you will join us as we embark on building a better transportation future for LA County.

We hope you will join us as we embark on building a **better transportation future for LA County.**

We see a path forward.

ACTION MATRIX

VISION Double the percent usage of transportation modes other than driving alone, including taking transit, walking, biking, ridesharing, and carpooling.

ACTION	MEASURE	TIMELINE
Establish baseline mode share for all trips	Mode share benchmark and improvements over time	Benchmark in 2019, periodic tracking of trends
Establish mobility standards, benchmark current condition, and identify gaps:		
• Ensuring that all County residents have access to high-quality mobility options within a 10-minute walk or roll from home;	• Percentage of households within 10-minute walk or roll of high-quality mobility options	2 years for benchmark data and gap analysis
• Reducing maximum wait times for any trip to 15 minutes during any time of the day;	• Average wait time for services by mode	
• Improving average travel speeds on the County's bus network by 30%; and	• Average travel speeds for each class of bus service compared to benchmark	
• Providing reliable and convenient options for users to bypass congestion.	• Average level of service in managed lanes measured as function of time of day and day of week	

GOAL 1 Provide high-quality mobility options that enable people to spend less time traveling.

INITIATIVE 1.1: To expand the transportation network and increase mobility for all users, Metro will:

A. Target infrastructure and service investments toward those with the greatest mobility needs.

ACTION	MEASURE	TIMELINE
Implement equity framework and adopt performance metrics; incorporate into practices at Metro	Adherence to performance metrics	2 years

B. Expand the transportation system as responsibly and quickly as possible.

Long Range Transportation Plan schedule for Measures R and M	Progress toward project completion, compared to financial forecast	Ongoing
Advocate for accelerated resources, particularly from the state and federal government, to deliver the 28×2028 projects	Progress toward project completion	10 years

INITIATIVE 1.2: To improve LA County's overall transit network and assets, Metro will:

A. Invest in a world-class bus system that is reliable, convenient, and attractive to more users for more trips.

ACTION	MEASURE	TIMELINE
Allocate resources in 10-year Strategic Budget Plan for world-class bus implementation	Appropriation of resources to accomplish world-class bus initiatives according to schedule for completion	Annually
Improve Metro Local travel speeds to 15 mph	Improvements to average travel speeds compared to baseline	5 years
Improve Metro Rapid speeds to 18 mph	Improvements to average travel speeds compared to baseline	5 years
Convert strategic Metro Rapid corridors to bus rapid transit corridors	Adherence to implementation schedule	5-10 years
Conduct NextGen Bus Study	Progress towards completion of study	2 years
Conduct Metro Bus Rapid Transit Vision and Principles Study, including development of Bus Rapid Transit design guidelines, performance metrics, and prioritized list of corridors	Progress towards completion of study	2.5 years
Identify congestion hot spots for critical/core bus corridors	Hot spot mitigation plan completion	2 years
Implement transit priority measures (e.g., signal priority, queue jumps, exclusive lanes, and congestion hot spot mitigations) for bus corridors	Funding/resource allocation in annual budget	5 years
Align transit network with future land use plans to determine best mitigation approaches to improve bus operations		5 years

B. Partner with Metrolink to increase the capacity of the regional transportation system.

Work with the Southern California Regional Rail Authority (SCRRA) to provide more frequent and reliable Metrolink services, improve customer satisfaction, and support better transit connections throughout the network	Customer satisfaction and utilization of Metrolink services	5 years

C. Optimize the speed, reliability, and performance of the existing system by revitalizing and upgrading Metro's transit assets.

Build a state-of-the-art, condition-based asset management practice for maintaining all mission-critical assets to the highest performance standards and upgrading to current technologies	Funding/resource allocation in 10-year Strategic Budget Plan and annual budget; progress towards implementation of asset management program	5 years

D. Improve connectivity to provide seamless journeys.

ACTION	MEASURE	TIMELINE
Define guidelines for performance outcomes of full transportation network	Define guidelines for performance outcomes	1 year
Update funding guidelines for local and municipal transit providers to align with achieving goals of Metro Vision 2028 Plan	Modifications to local and municipal transit services to align with the transportation network per the Metroo Vision 2028 Plan	2 years
Incentivize Metro funding program recipients to contribute to achieving the mobility goals of the transportation network per the Metro Vision 2028 Plan	Progress toward achieving mobility goals of transportation network; effectiveness of funding programs	1 year
Update Metro design standards to improve connectivity between transit lines and connecting modes for all transit facilities	Update Metro design guidelines	2 years
Plans to create clear, comfortable, and user-friendly transfers at all major connection points	Progress toward incorporation into transit corridor studies	2 years
Collaborate with municipal partners to establish policies to prohibit curb congestion in bus corridors	Improvement to bus operations	5 years

E. Improve safety on the transit system and reduce roadway collisions and injuries.

Use improvements in technology, equipment, and infrastructure to improve safety on Metro transit network	Measure before and after effects of safety improvements and enforce ongoing reporting	annually
Update funding program criteria to prioritize projects that improve safety and reduce conflicts between different users of the roadway while improving system integration and maximizing person throughput	Measure before and after effects of safety improvements and enforce ongoing reporting	2 years
Develop and execute a legislative strategy to improve passenger and transit vehicle safety through policy and regulatory actions at all levels of government	Decrease in rates of fatalities and injuries on transportation system	5 years

INITIATIVE 1.3: To manage transportation demand in a fair and equitable manner, Metro will:

A. Develop simplified, sustainable, and comprehensive pricing policies to support the provision of equitable, affordable, and high-quality transportation services.

ACTION	MEASURE	TIMELINE
Conduct comprehensive transportation system pricing study to determine options for meeting four goals of revenue, equity, security, and ridership	Completion of study and staff recommendation on strategy	5 years
Implement transportation system pricing policy based on study	Improvement to trends for attaining policy goals of revenue, equity, security, and ridership.	5-10 years

B. Implement the ExpressLanes Tier 1 network within the next 10 years.

Implementation of ExpressLanes Tier 1 network	Completion of ExpressLanes Tier 1 network	10 years

C. Test and implement pricing strategies to reduce traffic congestion.

Pilot study to identify best locations for proof of concept	Completion of study and staff recommendation	2 years
Implement pilot program	Change in people-throughput during pilot	5 years

D. Manage congestion and reduce conflicts between the movement of goods and people on streets and highways.

Develop strategy to increase rapid transit capacity and consider strategies to price all vehicle travel to manage congestion	Improvement to safety and people throughput	5 years

E. Explore opportunities for expanding access to shared, demand-responsive transportation options for everyone.

Begin looking at possible legislative and regulatory strategies for leveling the playing field to preserve competition, reduce negative effects, and ensure access to a variety of transportation options for everyone		2 years

GOAL 2 Deliver outstanding trip experiences for all users of the transportation system.

INITIATIVE 2.1: Metro is committed to improving security.

ACTION	MEASURE	TIMELINE
Update performance measures related to security, benchmarked against best-in-class organizations	Response times trending down; number of violent crimes on system trending down	Ongoing, but allow for new security contract numbers to indicate trends
Develop and implement employee training program, including outreach to community-based organizations; provide implicit bias training for fare inspectors and officers	Employee Training Program plan, funding, and implementation	2 years
Explore and implement prevention tactics; promote prevention as a first measure to reduce frequency and severity of crimes	Crime analysis and proposed tactics for managing incidents	5 years
Install state-of-the-art video surveillance and access control systems	Funding and installation per schedule	3 years
Measure change in perception of safety	Customer survey	Biennially
Develop and implement community policing plan	Progress toward completion	2 years
Develop and deploy program to prevent sexual harassment on system	Progress towards deployment of program; improvements to program measures over time	2 years

INITIATIVE 2.2: Metro is committed to improving legibility, ease of use, and trip information on the transit system.

Transit Access Pass (TAP) card integration across all services	Progress towards completion of TAP integration across network of transportation services within five years	5 years
Develop plan and implementation process/ schedule to align transit information across system	Progress toward completion of information alignment in three years	3 years
New mobile app integrating trip information and fare payment for all mobility services in the County	Funding and implementation of mobile app	5 years
Partner with other transit providers to share transit information across all digital signs and mobile platforms for convenient trip planning and transfers across region	Customer satisfaction	Ongoing
Conversion of bus and rail fleets to cellular communications and data systems to improve accuracy of travel time, allow TAP card loading and wireless transfer of data and fares	Funding and implementation timeline benchmarked to original plan	In progress for completion in 2 years
Establish open payment system for TAP	Progress towards implementation within five years	5-10 years

INITIATIVE 2.3: Metro will improve customer satisfaction at all customer touch points.

ACTION	MEASURE	TIMELINE
Customer satisfaction survey	Results of customer satisfaction survey compared to 2017 survey	Biennially
Dedicate staff resources to oversee customer experience and develop a comprehensive approach for improving customer satisfaction	Completion of customer satisfaction plan and implementation	1 year
Performance measurement/continuous improvement program with measures related to customer satisfaction for all services, benchmarked against best-in-class organizations	Performance measurement/continuous improvement program with measures related to customer satisfaction for all services, benchmarked against high-performing organizations	2–5 years
WiFi as amenity to all customers	Implementation of WiFi on all Metro transit services	3 years

GOAL 3 Enhance communities and lives through mobility and access to opportunity.

INITIATIVE 3.1: To lift up local communities, Metro will create jobs and career pathways in transportation.

ACTION	MEASURE	TIMELINE
Implement Workforce Initiative Now-Los Angeles (WIN-LA) Program	Track participation and progress of participants over time	Ongoing
Develop curriculum for Transportation School	Progress towards implementation of transportation curriculum in schools	Ongoing
Work with federal funding partners to support targeted and local hiring	Track participation	Ongoing

INITIATIVE 3.2: Metro will leverage its transit investments to catalyze transit-oriented communities and help stabilize neighborhoods where these investments are made.

Develop strategic transit-oriented communities recommendations for jurisdictions where transit corridors are located	Completion of transit-oriented communities recommendations for jurisdictions affected by transit corridor implementation	Ongoing
Incorporate transit-oriented communities considerations into all new transit corridor plans	Integration and implementation of transit-oriented communities considerations in each new transit corridor plan	Ongoing

INITIATIVE 3.3: Metro is committed to genuine public and community engagement to achieve better mobility outcomes for the people of LA County.

Develop community engagement strategy in alignment with equity framework in Initiative 1.1	Completion of engagement strategy and compliance with equity framework	2 years

INITIATIVE 3.4: Metro will play a strong leadership role in efforts to address homelessness in LA County.

Expand Homeless Outreach Program to increase the presence of C3 (city, county, and community) teams as the first point of contact with individuals in need	Track progress and results of expanded program	Ongoing

GOAL 4 Transform LA County through regional collaboration and national leadership.

INITIATIVE 4.1: Metro will work with partners to build trust and make decisions that support the goals of the Vision 2028 Plan.

ACTION	MEASURE	TIMELINE
Align funding program requirements to Metro Vision 2028 Plan goals and initiatives	Projects funded that support or advance initiatives in Metro Vision 2028 Plan	2 years

INITIATIVE 4.2: Metro will help drive mobility agendas, discussions, and policies at the state, regional, and national levels.

Develop annual and five-year legislative strategy on mobility issues	Track progress on an annual basis	

GOAL 5 Provide responsive, accountable, and trustworthy governance within the Metro organization.

INITIATIVE 5.1: Metro will leverage funding and staff resources to accelerate the achievement of goals and initiatives prioritized in this Vision 2028 Plan.

ACTION	MEASURE	TIMELINE
Align all of the Metro's business processes, resources, plans and tools with its strategic plan vision, goals, and initiatives	Alignment of annual budget and staff resources	2 years

INITIATIVE 5.2: Metro will exercise good public policy judgment and sound fiscal stewardship.

Develop 10-year Strategic Budget Plan reflecting Metro Vision 2028 Plan goals and initiatives phased in over 10-year period	Alignment of annual budget to Strategic Budget Plan	1 year, then annually
Use best practices to assess the full life-cycle costs of infrastructure and service investments; identify and share information about trade-offs	Transparency about full life cycle costs of projects and services	Ongoing
Regularly evaluate Metro's service offerings to ensure the lowest system impact for the highest gain in mobility.	Develop measures of success to demonstrate value to the public, such as: • Productivity of service in terms of people throughput • Passenger miles traveled relative to vehicle miles traveled	1 year

INITIATIVE 5.3: Metro will develop a transparent data management policy that addresses open data, data storage, and data protections.

Develop a data management policy containing policies on data access, protection of personally identifiable information and data generated under Metro contracts	Completion and adoption of data management policy	2 years

INITIATIVE 5.4: Metro will apply prudent commercial business practices to create a more effective agency.

ACTION	MEASURE	TIMELINE
Develop a program of rigorous performance management and continuous improvement across all functions of the organization; look at internal processes to remove unnecessary procedures and decision ladders	Progress towards completion and implemenation of performance management program; year-over-year annual performance across all functions	5 years
Establish baseline for system performance	Benchmark report	1 year
Allocate staff and financial resources in annual and 10-year Strategic Budget Plan to lead and administer the performance management and continuous improvement program	Resource allocations reflected in the annual budget and 10-year Strategic Budget Plan	Annually

INITIATIVE 5.5: Metro will expand opportunities for businesses and external organizations to work with us.

Survey the small business community to assess the impact of changes we make to our processes and procedures.	Favorability ratings compared to baseline	Annually

INITIATIVE 5.6: Metro will foster and maintain a strong safety culture.

Conduct survey to gauge employee perceptions of safety, security and wellness	Favorability ratings in each category compared to baseline	Biennially
Develop benchmark and measures for employee wellness	Progress toward completion of strategies and metrics; year-over-year trends in data	Annually
Develop strategies and metrics for improving safety and security for employees	Progress toward completion of strategies and metrics; year-over-year trends in data	Ongoing

INITIATIVE 5.7: Metro will build and nurture a diverse, inspired, and high-performing workforce.

ACTION	MEASURE	TIMELINE
Develop and implement supervisor training curriculum to build leadership capacity from within the organization	Supervisory training curriculum	
Streamline and improve processes for recruitments and promotions to focus on hiring the best people	Recruitment and retention rates improving over time; department satisfaction on recruitment and retention processes	3 years
Update onboarding process and curriculum for new employees to incorporate understanding of Metro vision and philosophy	Favorability ratings for Metro Team Survey	Biennially
Administer Metro Team Survey to gauge employee empowerment and engagement	Favorability ratings in each category compared to baseline	Biennially
Develop and implement action plan based on Metro Team Survey results	Outcomes of action plan implementation as marked by trends in Metro Team Survey	Biennially

Glossary of Acronyms

BRT	bus rapid transit
C3 teams	city, county, and community teams
Caltrans	California Department of Transportation
GHG	greenhouse gas
LA County	Los Angeles County
Metro	Los Angeles County Metropolitan Transportation Authority
mph	miles per hour
SCAG	Southern California Association of Governments
SCRRA	Southern California Regional Rail Authority
TAP	transit access pass
TNC	transportation network company
TOC	transit-oriented community
WIN-LA	Workforce Initiative Now-Los Angeles

ACKNOWLEDGEMENTS

METRO LEADERSHIP

Phillip A. Washington
Chief Executive Officer

Stephanie Wiggins
Deputy Chief Executive Officer

Nalini Ahuja
Chief Financial Officer

Debra Avila
Chief Vendor/Contract Management Officer

Richard F. Clarke
Chief Program Management Officer

Diana Estrada
Chief Auditor

James T. Gallagher
Chief Operations Officer

Karen Gorman
Inspector General/Chief Ethics Officer

Elba Higueros
Chief Policy Officer

Gregory Kildare
Chief Risk, Safety & Asset Management Officer

Daniel Levy
Chief Civil Rights Programs Officer

Therese McMillan
Chief Planning Officer

Joanne Peterson
Chief Human Capital & Development Officer

Charles Safer
County Counsel

Brian Sastokas
Chief Information Officer

Joshua Schank
Chief Innovation Officer

Pauletta Tonilas
Chief Communications Officer

Alex Wiggins
Chief Systems Security & Law Enforcement Officer

CONTRIBUTORS

OFFICE OF EXTRAORDINARY INNOVATION

Tham Nguyen, *Project Manager*

Nadine Lee, Joshua Schank, Eileen Hsu,
Emma Huang

CONSULTANTS

Gina Bartlett, Consensus Building Institute, Inc.
Julia Golomb, Consensus Building Institute, Inc.

Marika Tatsutani

Sarah Camacho, Camacho Insights

Shakari Byerly, Evitarus, Inc.
Rodrego A. Byerly, Evitarus, Inc.

Megan Maslanka, Quantum Workplace
Spencer Goracke, Quantum Workplace
Bill Kaechele, Quantum Workplace
Bill Larsen, Quantum Workplace

Special thanks to the Metro Family
and the people of LA County.

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Los Angeles County Supervisor
First Supervisorial District

Carrie Bowen
Caltrans District 7 Director
Non-Voting
Appointed by the Governor
of California

Contact Us

Metro
One Gateway Plaza
Los Angeles, CA 90012-2952

323.GO.METRO
vision2028@metro.net
metro.net/vision2028
@metrolosangeles
facebook.com/losangelesmetro

To request other languages or accessible formats, please contact us at *vision2028@metro.net* or 323.466.3876.

323.466.3876 x2
Español

323.466.3876 x3
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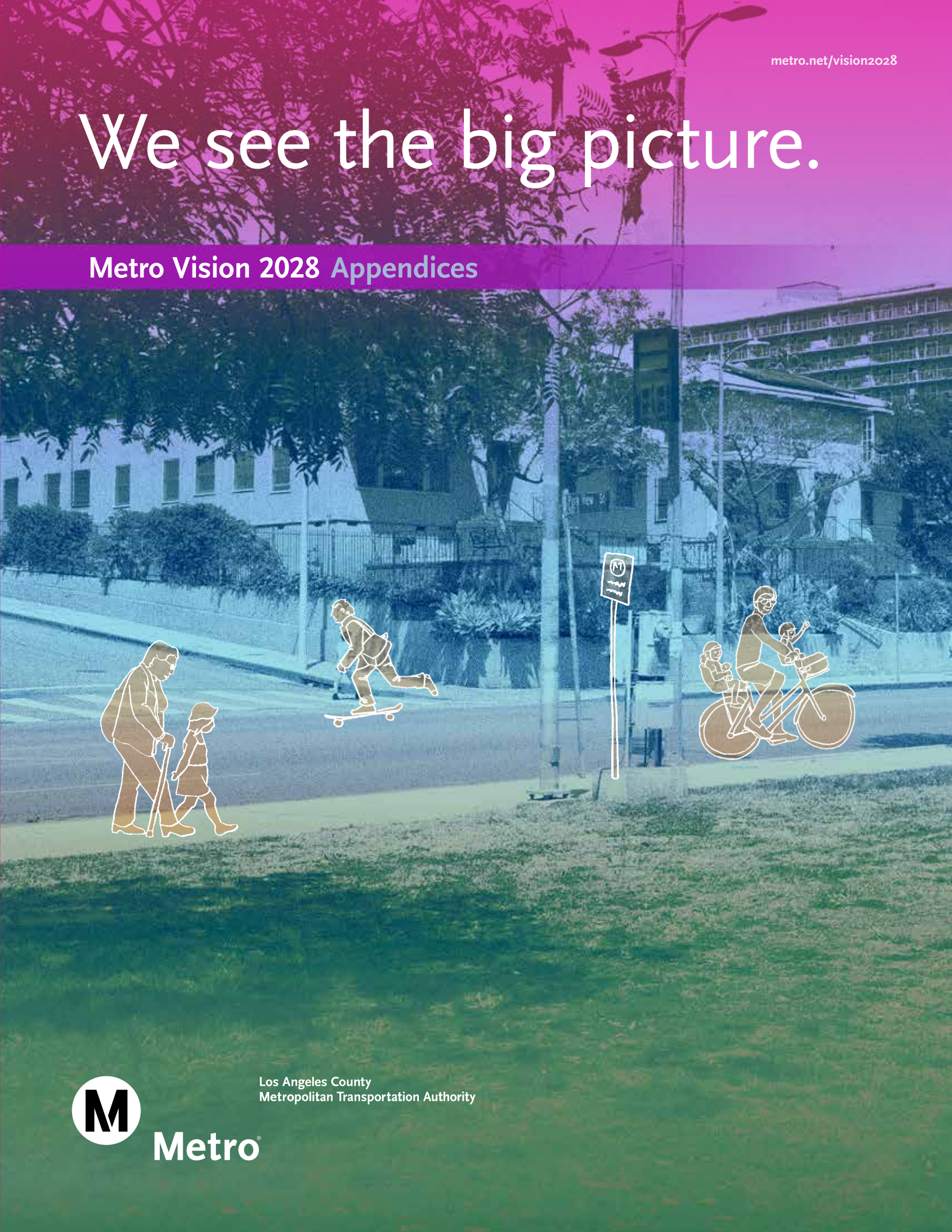
We see the big picture.

Metro Vision 2028 Appendices



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APPENDIX A 2017 CUSTOMER SATISFACTION SURVEY RESULTS

APPENDIX B SUMMARY OF OUTREACH

APPENDIX C EQUITY PLATFORM FRAMEWORK

APPENDIX D TRANSIT-ORIENTED COMMUNITIES POLICY

APPENDIX A 2017 CUSTOMER SATISFACTION SURVEY RESULTS

Unpacking Customer Satisfaction:
Customer Satisfaction Survey Results

Summer 2017

Metro

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INTRODUCTION

The Los Angeles County Metropolitan Transportation Authority (Metro) seeks to better understand the transportation needs and concerns of Los Angeles County residents and workers. Metro conducted a customer satisfaction survey to identify specific elements that affect customer satisfaction and assess relative importance of those elements to the customer. The survey included an online component and complementary focus group research to ensure adequate reach. The results of the survey will inform the development of an agency-wide Metro Strategic Plan and help Metro more effectively tailor services to our customers, which include all residents and visitors to Los Angeles County.

METHODOLOGY

Audience

Metro conducted a large-scale online survey of transit riders and non-riders. The demographics of respondents were compared to previous Metro surveys and Los Angeles County Census data to confirm a representative sample. In addition, the agency conducted focus group research to provide a deeper dive into groups that are historically more challenging to engage, such as those with limited English proficiency and low income, elderly and minority populations.

Survey Administration

Online Survey. The online survey was administered from June 1 - 30, 2017, and distributed through a combination of email invitations and social media, such as targeted Facebook ads, with a goal of receiving 20,000 responses. The survey was administered online using Facebook Ads Manager, which is a self-service tool that enables Metro to create and manage advertisements on Facebook. The ads targeted people 18 years old and older living in Los Angeles County, based on user profiles and behavior data from Facebook's social media platform. The survey was also available in English, Spanish, Chinese, and Korean languages, representing the most prevalent languages spoken in Los Angeles County. To incentivize participation in the survey, respondents were entered into a raffle drawing to win a prize.

Focus Group Research. Metro contracted with Evitarus, a public opinion research and public policy consulting firm, to design and conduct focus group research that can supplement the online survey. The research was conducted in July and August 2017, and consisted of five focus groups, segmented primarily by language, including two groups conducted in English and one group each in Spanish, Chinese, and Korean. The English groups were conducted among two populations shown by prior research to have distinctive opinions on transit and transit equity issues: residents over the age of 50, and African Americans. Each focus group was comprised of a gender-balanced mix of nine to ten participants. The groups also included residents with varying degrees of education, Internet and social media usage, as well as those with physical or mental health conditions that affect daily life and mobility (disability).

Survey Design

Online Survey. Metro designed the survey instrument to explore how and why respondents make transportation decisions by addressing the following areas:

- **Transportation behaviors**, including modes of transportation that respondents typically use, types of Metro transit services (e.g., bus, rail) that they use, frequency of usage, and why they use or do not use Metro transit services;
- **Attitudes** toward various attributes of public transportation, such as safety, reliability, travel time, comfort, access, and knowledge of how to use the system;
- **Demographic information**, including household income, age, gender, ethnicity, and employment status.

The complete list of survey questions is in Appendix A. The survey design includes a skip logic feature that enabled Metro to better tailor the relevant questions to the individual respondents. Appendix B provides an outline of the skip logic feature and sequencing of questions. This shortens the length of time needed for participants to take the survey by providing only questions that are relevant to them, thus increasing the chances that they will complete the entire survey.

Transportation profiles of the respondents were established through a series of questions towards the beginning of the survey to understand their transportation behaviors and their attitudes towards public transit, as described below. In order to identify attributes that may be specific to rail or bus services, a series of questions specific to rail usage were asked first, followed by questions specific to bus.

- **Types of Metro transit services used** (i.e., use both bus and rail services, use bus services only, use rail services only, don't use Metro transit services). Although LA Metro offers a suite of services to meet the diverse needs of LA County residents and visitors, including rail and bus services, Express Lanes, regional bike share, among other services, this survey was designed specifically to gauge satisfaction with Metro's transit services as a starting point. By identifying specific attributes of transit that affect customer satisfaction and assessing the relative importance of those attributes to the respondents, Metro can identify opportunities to leverage other services that can complement the transit riders' experience or offer other mobility options that better suit the respondents' preferences and needs.

- **Frequency of transit usage** (i.e., frequent, occasional, infrequent, never). Based on the respondents' answers to frequency of transit usage, they were asked follow up attitude questions tailored to their previous responses. If respondents indicated that they use Metro transit services three times a week, Metro assumed that this was one of their primary modes of transportation; therefore, they would be asked questions regarding why they choose to ride Metro and how Metro can better serve them. Respondents who indicated that they use Metro transit services one to two times a week were asked what improvements Metro could make to encourage them to ride more frequently, since Metro assumed that there may be opportunities to encourage increased usage. Any respondent who indicated that they do not use Metro transit services regularly, had never used Metro transit services, or stopped using these services were asked specific questions to help identify how they chose their current mode of transportation. Below is an overview of survey question design around the frequency of transit usage, which then leads to tailored questions related to attitudes about various attributes of public transit.

    - *Infrequent/Non-riders*: For respondents who never rode Metro transit or used it infrequently, questions were designed to identify the respondents' modes of travel, frequency at which they use those modes, reasons for not using Metro transit, main reasons for using their current mode of transportation rather than using Metro transit, and suggested actions that Metro can take to encourage their patronage of Metro transit services. The survey questions are designed to identify the main attributes, or factors, influencing these respondents' travel decisions, types of improvements that could attract these respondents to Metro transit services, or opportunities to match them with other mobility services beyond Metro rail or buses.

    - *Current riders*: For current Metro riders, questions were designed to understand the factors (e.g., convenience, traffic, cost, lack of car availability, etc) that influence their decision to use Metro rail or bus, relative importance of those factors, purpose of their trips, and likelihood that they would recommend Metro rail or bus services to a friend or colleague. For respondents who ride less than three days a week, follow up questions were designed to identify actions and improvements that would encourage them to ride more often (e.g., more frequent service, more reliable service, more late-night service, better information, better access to transit, etc) as well as identify the highest priority improvement that would increase their usage.

    - *Previous riders*: For respondents who previously rode Metro rail and/or bus, but no longer use these services, questions were designed to identify how long they rode the Metro system before they stopped, their current modes of travel, frequency at which they use those modes, main reasons for using their current mode of transportation rather than using Metro transit, and suggested actions that Metro can take to encourage their patronage again.

- **Customer Satisfaction and Priorities.** Previous survey studies undertaken by Metro focused on what problems affect Metro riders and non-riders, and reported the problems that were mentioned the most. This survey attempted to accomplish that same task, while also asking for the respondent's main reason for using Metro transit services or the main improvement that would encourage them to use the services more often. The survey questions are designed to identify the main attributes, or factors, influencing respondents' travel decisions and the relative importance of those attributes. This approach provides Metro with insights into factors that are very important to customers and opportunities for Metro to focus and prioritize improvements and resources based on the customers' needs and preferences.

- **Overall opinions and perceptions of Metro transit services, using the net promoter score.** The net promoter score, which is widely used by many companies, is a metric used to gauge the customer's overall level of satisfaction with a company's services or products. For respondents who currently use Metro bus or rail, the survey includes a question asking about their likelihood to recommend Metro rail or bus to a friend or colleague. Their response options are shown on a sliding scale of zero, which indicates not at all likely to recommend Metro rail or bus, to 10, which indicates extremely likely to recommend the service. The respondents' answers are used to calculate the net promoter score, which is divided into three groups, as shown in Table A. It is calculated by subtracting the percentage of detractors (scores of six or lower) from the percentage of promoters (scores of nine and ten). Passive scores are not factored into the calculation in this case. The goal is to increase the number of promoters and decrease the number of detractors.

Table A. Net Promoter Score Range

Score range	Customer perception
0 to 6	Detractor: customer holds a negative opinion of the service
7 to 8	Passive: customer has a neutral or passive opinion of the service
9 to 10	Promoter: customer holds a positive opinion of the service and would be willing to promote it

Focus Group Research. The focus group research was designed to supplement the online survey, with a specific focus on demographic subgroups that may have been unrepresented or underrepresented in the survey's sample. The full report on this research is in Appendix C.

ANALYSIS AND RESULTS

There were 18,198 total respondents to the online survey, with 16,446 survey takers who completed enough of the survey to be included in the segment analysis. Metro analyzed the survey results to identify key segments of users in Los Angeles County that may have similar travel characteristics, based on respondents' answers to questions that assess their transportation behaviors, attitudes towards various attributes of public transit, and their likelihood of using Metro transit services. Appendix D provides an overview of the questions and responses used to categorize these user segments. The focus group research was not included in the user segment analysis due to the much smaller sample size and the objective of reaching targeted, unrepresented or underrepresented, demographic populations.

Key User Segment Characteristics

Based on the results of the analysis, Metro identified the following seven key user segments and the characteristics of each group, including factors that drive their transportation decisions, demographics (e.g., age, gender, ethnicity, household income, employment status), level and frequency of transit usage, and willingness to promote Metro's services, which was quantified through the net promoter score. The user segments are listed in order from most frequent Metro transit users to the least. The seven user segments make up 83% of survey respondents. The remaining 17% of respondents had myriad and disparate characteristics that could not be meaningfully classified into distinct categories. Net promoter scores were not available for *Drivers Who Occasionally Ride Rail, High Potential Transit User, or Previous Bus/Rail Rider* groups since they use Metro transit services very infrequently. Table B provides a snapshot of the demographic makeup of each user segment. For a more detailed summary of the demographic makeup, see Appendix E.

Table B. Snapshot of Demographic Makeup of Respondents by User Segment

	Savvy Transit Users	No Hassle Travelers	Frequent Bus Patrons	Frequent Rail Patrons	Drivers Who Occasionally Ride Rail	High Potential Transit Users	Previous Bus/Rail Riders	Other*
Total Number of Respondents	4,606	1,792	970	828	1,323	3,320	746	2,861
% of Total Respondents	**28%**	**11%**	**6%**	**5%**	**8%**	**20%**	**5%**	**17%**
Employed full-time	50%	67%	48%	75%	67%	59%	59%	
Annual Household Income: Less than $50,000	65%	36%	61%	28%	23%	33%	52%	
Annual Household Income: More than $100,000	12%	28%	12%	34%	39%	32%	17%	
African American/ Latino	44%	26%	40%	20%	13%	25%	42%	

*Consist of remaining respondents who could not be meaningfully classified into distinct categories.

Savvy Transit Users (28% of respondents)

- Transportation decisions driven by convenience, cost, and transit-dependency.
- Likely to live close to rail station (60% of respondents in this group live within a 20-minute walk of a station).
- Very diverse transit trip purposes: 20-40% of them ride Metro bus and rail three or more times a week for school, groceries, personal errands, and/or other non-work trips.
- Approximately 39% of them ride primarily because they do not have a car or driver's license.
- Highest percentage of Latino and African American respondents of all segments.
- Less likely to be employed full-time than other segments, except for *Frequent Bus Patrons* group.
- Lowest household income of all segments.
- Net Promoter Score is 21% for rail, which is surpassed only by the *No Hassle Traveler* group.

No Hassle Travelers (11% of respondents)

- Transportation decisions driven by convenience, traffic, trip reliability, strong preference for consistent travel time, and travel speed.
- Likely to live close to rail station (62% of respondents in this group live within a 20-minute walk of a station).
- Only segment with a higher percentage of men than women (53% versus 46%, respectively).
- Second most likely of all groups to be employed (86% employed at least part-time). Much more likely to have a full-time job. Likely to be commuters.
- Sixteen percent more likely to have household income over $100,000 per year than *Savvy Transit Users*.
- Diverse range of household incomes.
- Net promoter score of 26% for Metro rail, which is the highest of any user group. They are more likely to praise Metro rail to their friends and colleagues and be a champion of Metro rail service than any other rider segment, even though most of them have other mobility options.

Frequent Bus Patrons (6% of respondents)

- Transportation decisions driven by cost, transit-dependency, and close proximity to bus stops.
- Likely to live far from rail stations.
- Very diverse transit trip purposes: 18-30% of them ride Metro buses three or more times a week for school, groceries, personal errands, or other non-work trips.
- Third highest percentage of total Latino and African American respondents of any group.
- Tend to be younger (under 25 years old) or older (over 50 years old) compared to other groups.
- Second highest percentage of female respondents of any group.
- Lower income. Tied with *Savvy Transit Users* for lowest percentage of households making over $100,000 per year.
- They are more likely to be satisfied with Metro bus service, think their bus is generally on time, and feel safe while waiting for and riding Metro buses than the *Savvy Transit Users*. Yet, they are more likely to be in the middle of the net promoter score spectrum and have a neutral or passive opinion of Metro's transit service.

Frequent Rail Patrons (5% of respondents)

- Transportation decisions driven by the fact that Metro rail provides them an opportunity to avoid driving in traffic.
- Likely to live near Metro rail station (59% of respondents in this group live within a 20-minute walk of a station)
- Many of them are high frequency users who recently started using Metro rail. More likely to ride Expo and Gold Lines and less likely to use all other rail lines compared to the *Savvy Transit Users*.
- Second highest percentage of white respondents of any group.
- One of the top percentages of any group to be of prime working age (age 25-49).
- Wealthiest of all groups that ride at least once a week. Most likely to be employed (91%) and employed full time (75%).
- Nearly three times as likely as *Savvy Transit Users* to have household income of $100,000 or more.
- More likely to have neutral or passive opinion regarding Metro rail. They have the lowest Metro rail net promoter score of any group, at 16%, but there is still 16% more promoters than detractors.

Drivers Who Occasionally Ride Rail (8% of respondents)

- Transportation decisions driven by trip reliability and a desire to control their work trips and avoid unknown factors, such as traffic levels, transfer wait times, and parking availability.
- Concerned with safety, comfort, and knowledge of Metro bus system.
- Likely to live far from Metro rail station. They overwhelming feel that Metro rail is too hard to access (e.g., too far from their house, too far from where they want to go, and lacks parking at stations).
- Ninety-seven percent of them drive alone at least once a month but only 65% of their total trips are single occupancy vehicle trips.
- Highest percentage of white respondents of any group.
- One of the top percentages of any group to be retired.
- Highest percentage of female respondents (59%) of any group.
- Wealthiest of all user groups. Fifteen percent more likely than the survey average to have annual household income of more than $100,000 and 21% less likely to make under $40,000.

High Potential Transit Users (20% of respondents)

- Transportation decisions driven by convenience, ease of use, and travel speed.
- Most feel that Metro rail is fast but very hard to access. Sixty-one percent of them list access as the main reason they do not ride Metro rail.
- Most agree that Metro bus is fine in terms of safety and cleanliness. However, 54% of them list long travel time and slow speed as the main reason they do not ride Metro bus.
- Currently ride both Metro bus and rail but use neither service more than once a month.
- Fifty-six percent of their total trips around Los Angeles County are done by driving alone; however, this group has a diverse travel profile consisting of:
    - 21% walking
    - 7% dropped off by friend or family member
    - 5% using Uber/Lyft
    - 5% biking
- Forty percent of respondents in this group are 50 years or older and 10% of them are retired, both of which are the highest percentage compared to any other groups.
- More likely to be female (56%) than survey average.
- Diverse range of household incomes.
- Unlikely to hold extreme positive or negative views of transit.

Previous Bus/Rail Riders (5% of respondents)

- Transportation decisions driven by cost, convenience, and safety.
- Feel more strongly about safety compared to other groups.
- Large percentage of respondents used to ride for school.
- Heavy mode switch to single-occupancy vehicles despite previously being frequent Metro transit user.
- Thirty-five percent of people in this segment previously rode Metro rail at least three or more times a week for school. For 18-24 year old Latinos in this bracket, 91% previously rode three or more times a week for school.
- Of the white women who stopped riding rail, 23% listed safety as the main reason. This statistic is 19% for bus riders. More than half of this group had previously ridden Metro bus and rail five or more times a week for various lengths of time before leaving the Metro transit system.
- Second highest percentage of total Latino and African American respondents and lowest percentage of White respondents of any group.
- Most likely to be of prime working age (25-49) compared to other groups. Six percent more likely to be under 35 years old than survey average.

Common Issues Across User Groups

Common issues were identified across the different user groups, as described below. Findings from the focus group research generally corroborated those of the online survey, with the exception of perceptions around safety, which is further explained below.

Frequency, reliability and total trip time on bus. Thirty-three percent of *Savvy Transit Users* and 27% of *Frequent Bus Patrons* who ride Metro bus one to two days a week indicated that more frequent bus service would encourage them to ride more often, with many preferring 5- or 10-minute frequencies during peak hours and 10- or 15-minute frequencies during off-peak hours.

Respondents across many user groups, including *High Potential Transit Users, No Hassle Travelers, Drivers Who Occasionally Ride Rail, Frequent Rail Patrons, and Previous Bus/Rail Riders,* indicated that the primary reason they don't use Metro bus is because this service takes too long and is too slow. Many indicated that buses are slowed by automobile traffic, stuck at traffic lights, lack dedicated bus-only lane, and require too many transfers. The factors listed by respondents are inter-related and affect overall trip time. The lack of reliability and consistency of service influences their decisions to use other transportation options rather than taking Metro bus.

Access to/from Metro rail. Sixty-one percent of *High Potential Transit Users,* 58% of *Drivers Who Occasionally Ride Rail,* 67% of *Frequent Bus Patrons,* and 45% of *Previous Bus/Rail Riders* stated that access to and from Metro rail is difficult, with many respondents indicating that rail stations are too far away from their home or destination. Access to and from Metro rail stations were main factors that influence their decision to use other modes of transportation rather than Metro rail.

New Metro rail lines to new places. Thirty-one percent of *Savvy Transit Users,* 39% of *No Hassle Travelers, and 35% of Frequent Rail Patrons* who ride one to two days a week indicated that new rail lines to new places would be the primary reason influencing them to ride more often.

Safety concerns. Respondents to the online survey, across all user groups, indicated that safety on Metro bus and/or rail was a concern. When asked to identify the main reason or top improvement that they prioritize, many respondents ultimately listed other service attributes. Although safety was a concern, it was not the main concern relatively to other factors, according to respondents to the online survey. However, safety emerged as one of the top issues in the focus group research. Participants in each focus group identified safety as one of their top concerns about Metro rail and buses. Safety, for most participants, means protection from other riders. By all indications, participants' concerns about safety appeared to stem from a combination of their personal experiences on Metro rail and bus, and stories about crime passed from person-to-person by word of mouth. African American and Latino participants expressed significant concerns about racial profiling and discrimination by law enforcement and Metro fare-checking personnel when taking public transportation.

Better information. Respondents expressed preferences for availability, clarity and accuracy of information regarding bus lines, transfers and arrival time per schedule or online apps.

Customer Satisfaction and Priorities

Table C provides an overview of the respondent's level of satisfaction with various elements of Metro's transit services and the level of importance they place on those elements, for each user segment. The information included and its placement on the quadrant in Table C is based on a variety of questions aimed at assessing the respondent's level of Metro transit usage, overall perceptions of Metro bus and rail services, and the respondent's primary concerns regarding those services. Table D provides an overview of the questions that were asked in the survey to identify the main reason or top improvement that users prioritize.

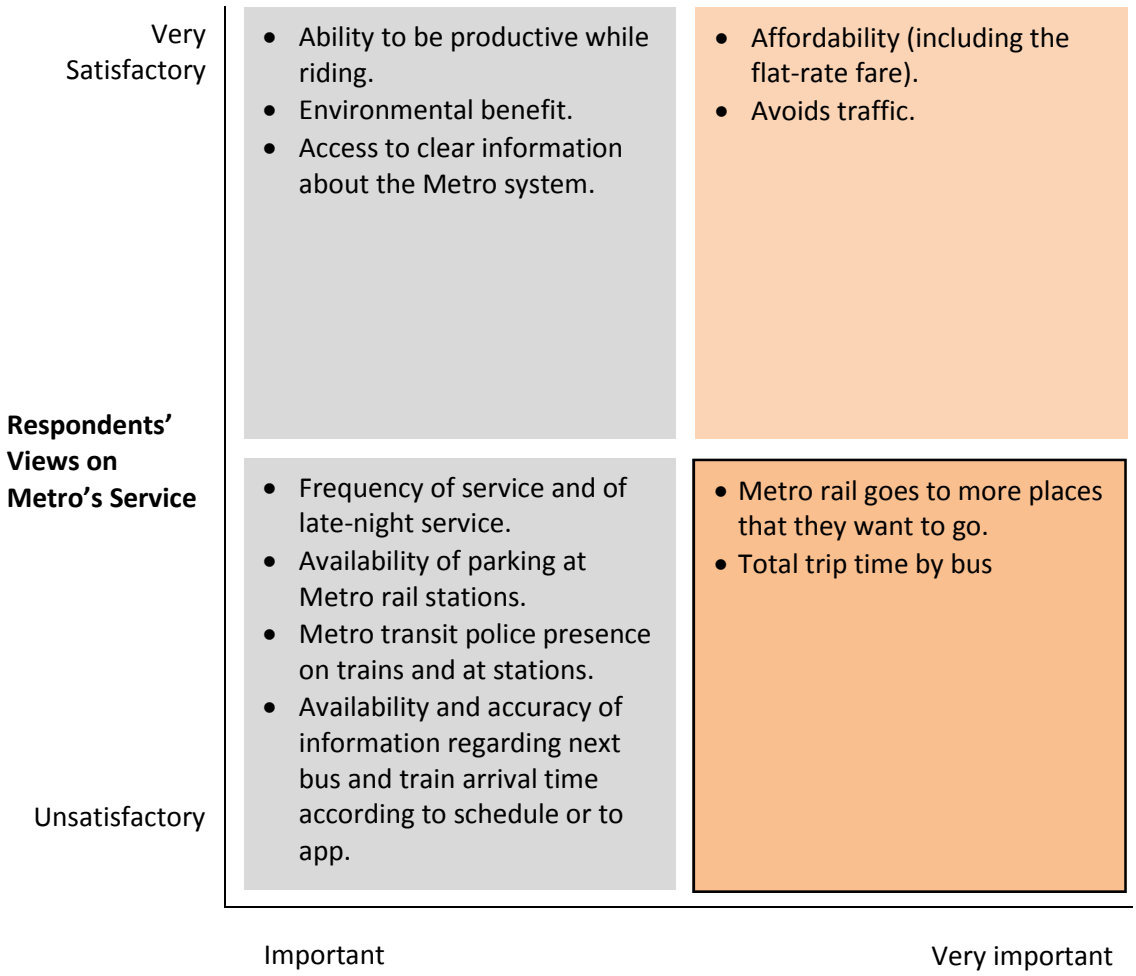
Table C. Customer Priorities and Level of Satisfaction

Savvy Transit Users (28% of Respondents)

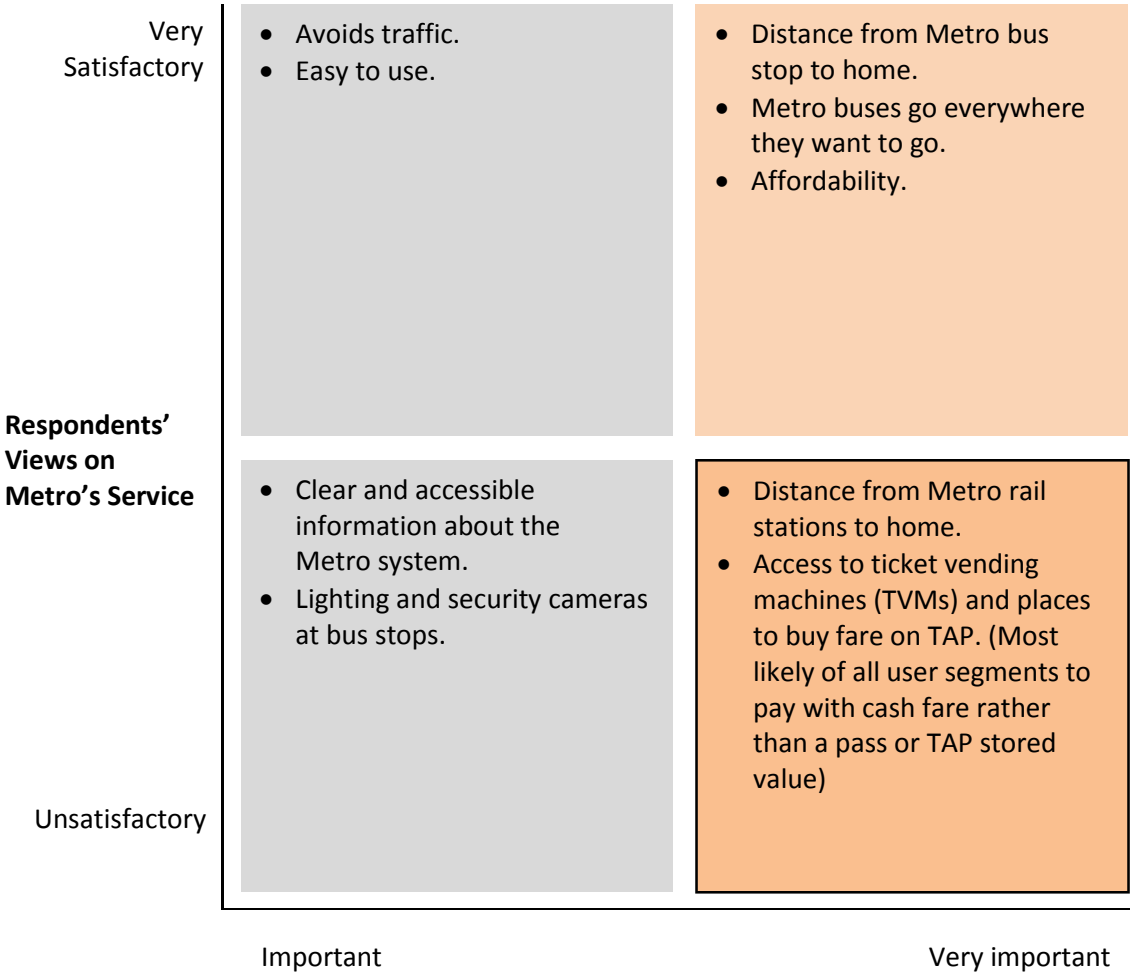
Respondents' Views on Metro's Service	Important	Very important
Very Satisfactory	• Environmental benefit. • Affordable parking. • Convenient flat-rate fare. • Ability to be productive while riding. • Bus stops are near home.	• Ease of use. • Avoids traffic. • Affordable solution for those who cannot afford a car and driver's license.
Unsatisfactory	• Availability and accuracy of information on next train arrival time according to schedule or to app. • Fare discounts for low-income riders. • Presence of transit police on trains and at stations. • Cleanliness of buses and trains.	• Availability and accuracy of information regarding next bus arrival time according to schedule or app. • Metro system goes to places that they want to go. • Frequency of bus service. • Frequency of late-night service. • Consistency and reliability of bus headways.

Importance to Respondents

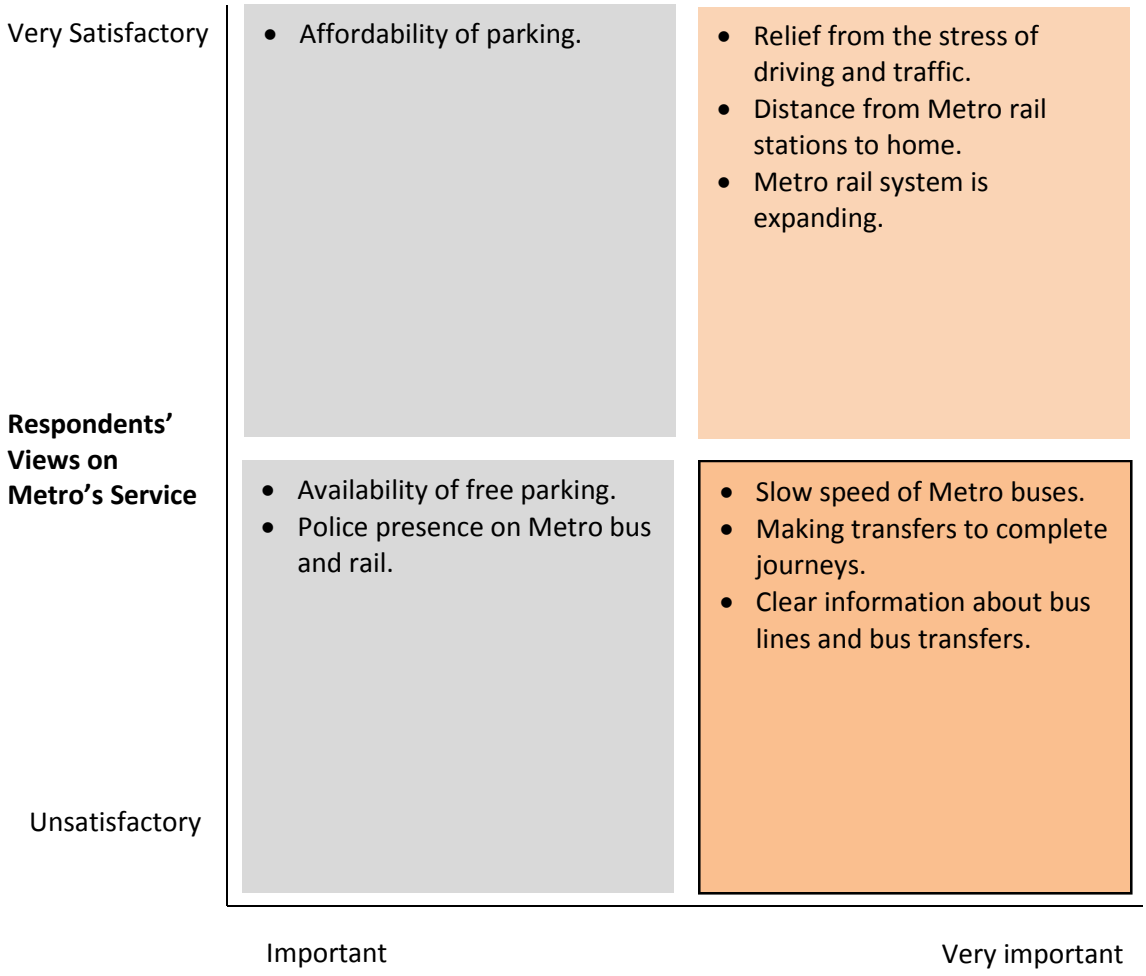
No Hassle Travelers (11% of Respondents)


Very Satisfactory
Respondents' Views on Metro's Service
Unsatisfactory
• Ability to be productive while riding.
• Environmental benefit.
• Access to clear information about the Metro system.
• Affordability (including the flat-rate fare).
• Avoids traffic.
• Frequency of service and of late-night service.
• Availability of parking at Metro rail stations.
• Metro transit police presence on trains and at stations.
• Availability and accuracy of information regarding next bus and train arrival time according to schedule or to app.
• Metro rail goes to more places that they want to go.
• Total trip time by bus
Important
Very important
Importance to Respondents

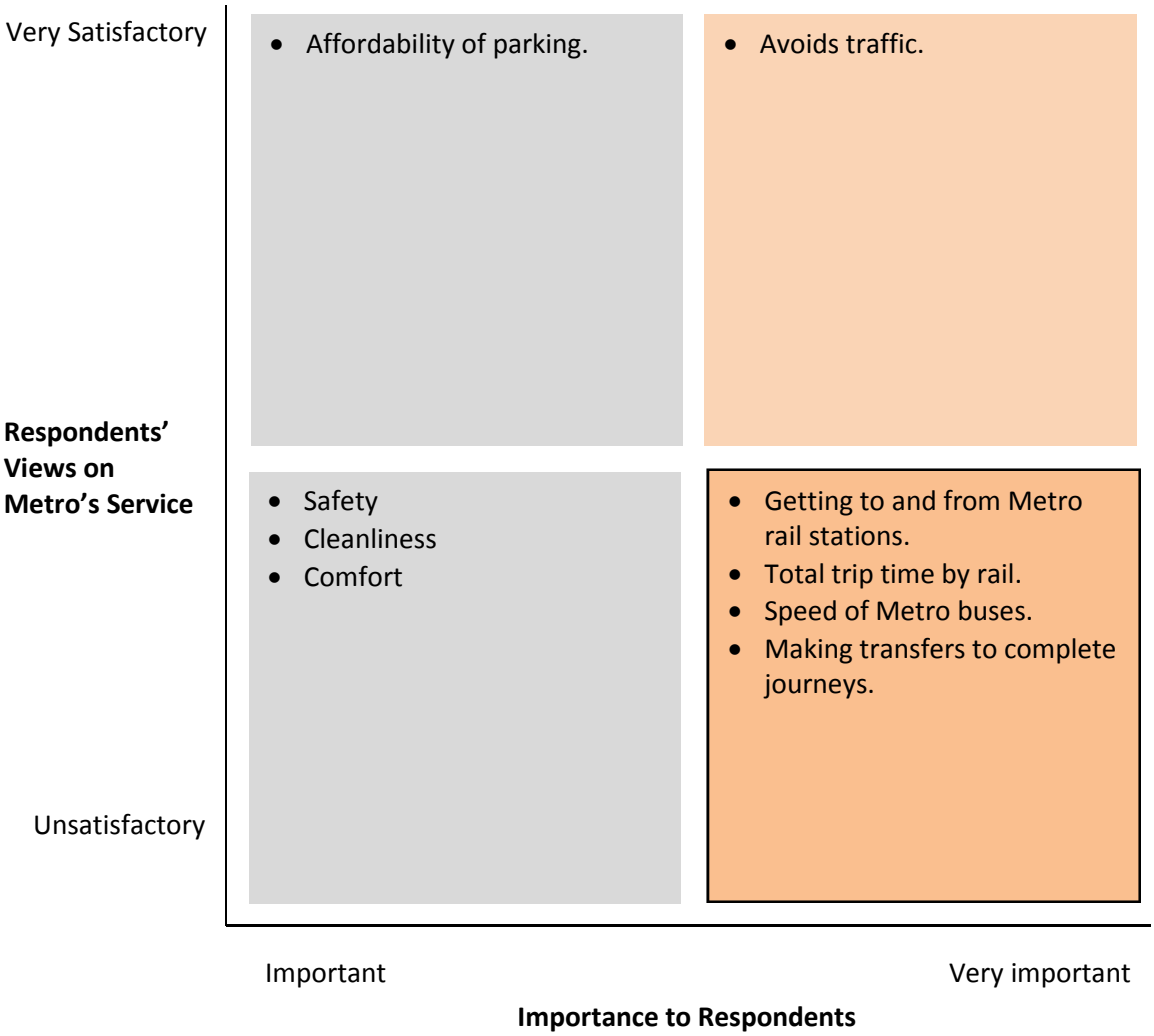
Frequent Bus Patrons (6% of Respondents)


Very Satisfactory
Unsatisfactory
Respondents' Views on Metro's Service
• Avoids traffic.
• Easy to use.
• Distance from Metro bus stop to home.
• Metro buses go everywhere they want to go.
• Affordability.
• Clear and accessible information about the Metro system.
• Lighting and security cameras at bus stops.
• Distance from Metro rail stations to home.
• Access to ticket vending machines (TVMs) and places to buy fare on TAP. (Most likely of all user segments to pay with cash fare rather than a pass or TAP stored value)
Important
Very important
Importance to Respondents

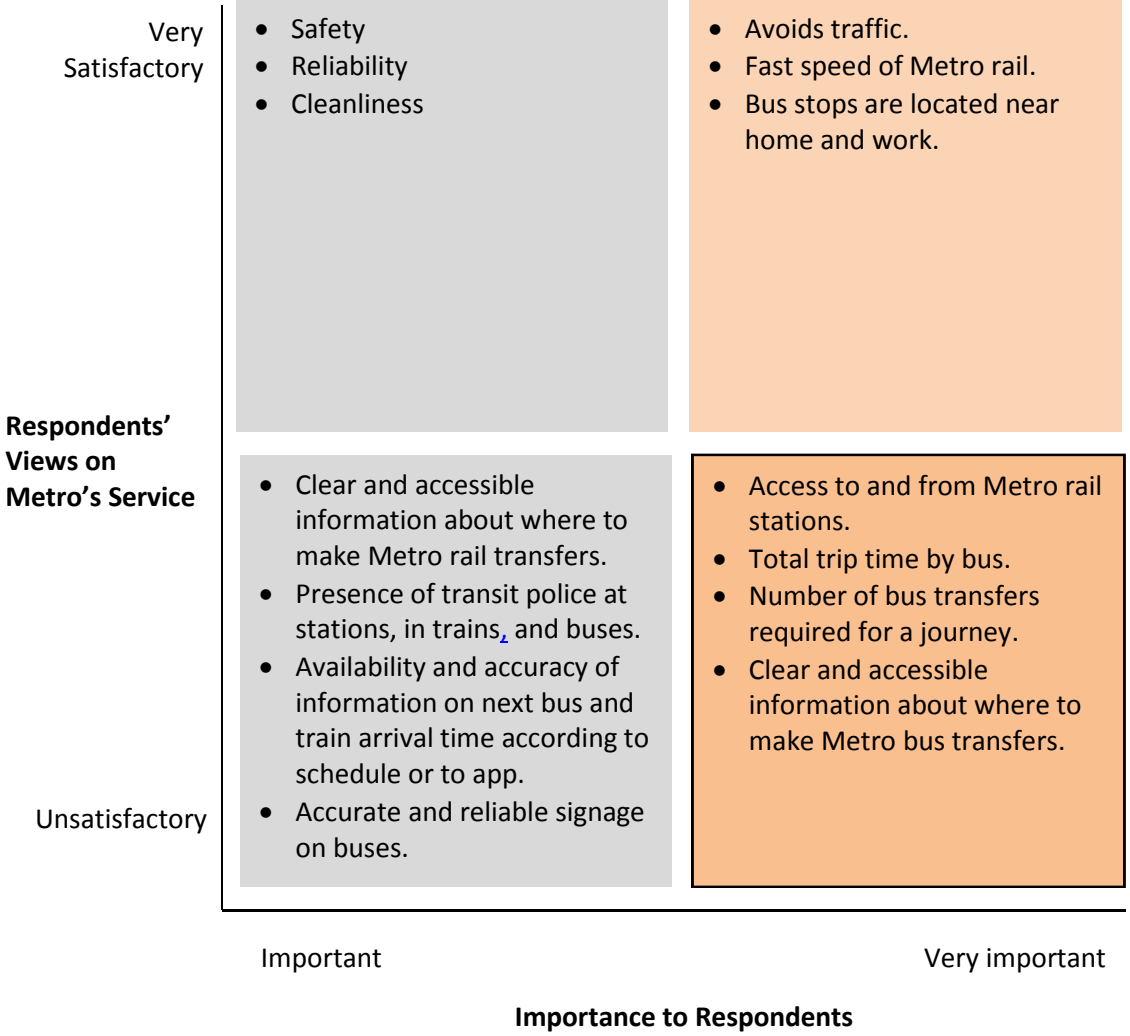
Frequent Rail Patrons (5% of Respondents)


Very Satisfactory
Respondents' Views on Metro's Service
Unsatisfactory
• Affordability of parking.
• Relief from the stress of driving and traffic.
• Distance from Metro rail stations to home.
• Metro rail system is expanding.
• Availability of free parking.
• Police presence on Metro bus and rail.
• Slow speed of Metro buses.
• Making transfers to complete journeys.
• Clear information about bus lines and bus transfers.
Important
Very important
Importance to Respondents

Drivers Who Occasionally Ride Rail (8% of Respondents)



High Potential Transit Users (20% of Respondents)


Very Satisfactory
Unsatisfactory
Respondents' Views on Metro's Service
• Safety
• Reliability
• Cleanliness
• Avoids traffic.
• Fast speed of Metro rail.
• Bus stops are located near home and work.
• Clear and accessible information about where to make Metro rail transfers.
• Presence of transit police at stations, in trains, and buses.
• Availability and accuracy of information on next bus and train arrival time according to schedule or to app.
• Accurate and reliable signage on buses.
• Access to and from Metro rail stations.
• Total trip time by bus.
• Number of bus transfers required for a journey.
• Clear and accessible information about where to make Metro bus transfers.
Important
Very important
Importance to Respondents

Previous Bus & Rail Riders (5% of Respondents)

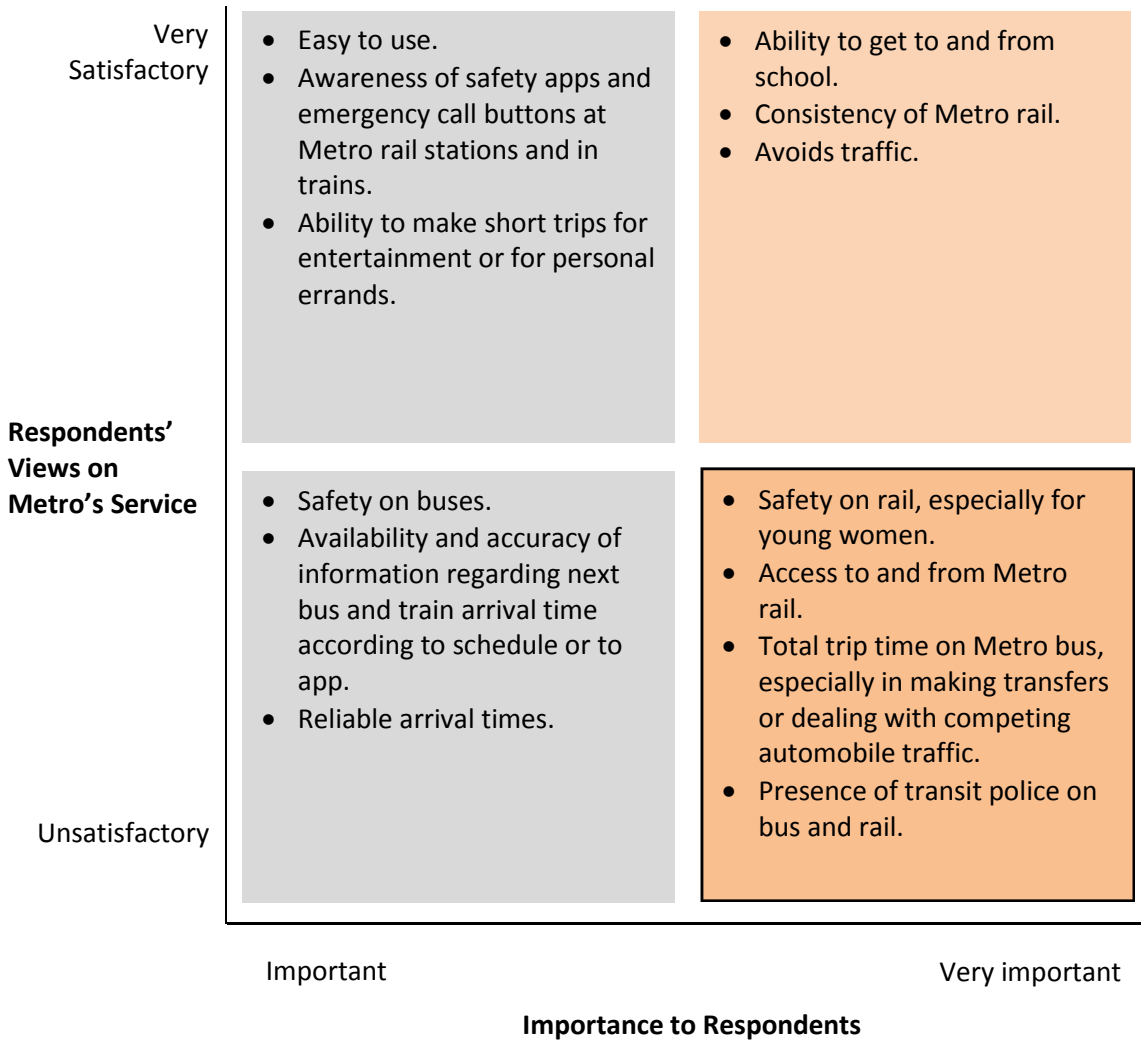

Very Satisfactory
Unsatisfactory
Respondents' Views on Metro's Service
Easy to use.
Awareness of safety apps and emergency call buttons at Metro rail stations and in trains.
Ability to make short trips for entertainment or for personal errands.
Ability to get to and from school.
Consistency of Metro rail.
Avoids traffic.
Safety on buses.
Availability and accuracy of information regarding next bus and train arrival time according to schedule or to app.
Reliable arrival times.
Safety on rail, especially for young women.
Access to and from Metro rail.
Total trip time on Metro bus, especially in making transfers or dealing with competing automobile traffic.
Presence of transit police on bus and rail.
Important
Very important
Importance to Respondents

Table D. Questions to Identify the Main Reason or Top Improvement That Users Prioritize

	Rail	Bus
	If you ride Metro Rail 3 or more times a week	**If you ride Metro Buses 3 or more times a week**
Q25 / Q88	**What is the MAIN reason you ride Metro Rail?**	**What is the MAIN reason you ride Metro Buses?**
	It is convenient for me to use	It is convenient for me to use
	I do not want to drive in traffic	I do not want to drive in traffic
	It is cheaper than the cost of parking	It is cheaper than the cost of parking
	I do not have a car available to use	I do not have a car available to use
	I do not have a driver's license	I do not have a driver's license
	It is good for the environment	It is good for the environment
	If you ride Metro Rail 1-2 times a week	**If you ride Metro Buses 1-2 times a week**
Q38 / Q98	**What is the #1 IMPROVEMENT that would encourage you to ride Metro Rail more often?**	**What is the #1 IMPROVEMENT that would encourage you to ride Metro Buses more often?**
	More frequent service	More frequent service
	More reliable service	More reliable service
	More late-night service	More late-night service
	More weekend service	More weekend service
	New rail lines to new places	Lower fares
	Lower fares	Improved customer amenities
	Improved customer amenities	Better information
	Better information	More security on buses
	More security on trains	More security at bus stops
	More security at stations	Cleaner buses
	Cleaner trains	Cleaner bus stops
	Cleaner stations	Better access TO bus stops when I am walking
	Better access TO stations when I am walking	Better access FROM bus stops to my final destinations when I am walking
	Better access FROM stations to my final destinations when I am walking	
	More parking available at stations	
	If you ride infrequently, have never ridden, or previously rode Metro Rail	**If you ride infrequently, have never ridden, or previously rode Metro Buses**
Q7 & Q62 / Q74 & Q118	**What is the MAIN reason you use your CURRENT mode of transportation instead of Metro Rail?**	**What is the MAIN reason you use your CURRENT mode of transportation instead of Metro Buses?**
	Metro Rail takes too long/is too slow	Metro Buses take too long/are too slow
	Metro Rail is not reliable	Metro Buses are not reliable
	It is too hard to get to and from Metro Rail	It is too hard to get to and from Metro Bus stops
	I do not feel safe using Metro Rail	I do not feel safe using Metro Buses
	I am not comfortable on Metro Rail	I am not comfortable on Metro Buses
	I do not know enough about Metro Rail to feel confident riding	I do not know enough about Metro Buses to feel confident riding

SUMMARY AND RECOMMENDATIONS

Metro has the opportunity to leverage its suite of services to provide an outstanding complete trip experience. The agency operates numerous services designed to provide customers with a plethora of mobility options, including the use of buses, trains, regional bike share, and ExpressLanes, among other services. Based on people's attitudes about public transportation, key factors that influence their transportation choices, and demographic characteristics, Metro can tailor and match its suite of services to meet the needs and preferences of different segments of the market. Below are recommendations based on the findings from the online survey and focus group research.

Improve Metro bus service to attract and promote more usage (frequency, reliability, travel time, transfers, information). Improvements to Metro's bus services, including enhancements to frequency, reliability, and travel time, as well as more accurate information, may enable Metro to further attract and promote more frequent usage. Despite respondents' proximity to bus services, many people did not feel that this was a viable form of transportation for them. Many expressed concerns that buses were too slow and took too long to get them where they wanted to go. Many respondents attributed this issue to buses operating on congested streets, being stuck at traffic lights, and lacking dedicated lanes that would prioritize bus travel. In addition, respondents were concerned about the need to make multiple transfers, which may further affect reliability, since wait time between transfers can contribute to uncertainty of the transit connections and add to the overall trip time for completing the journey.

This survey result can help Metro better understand the priorities of its customers in terms of what type of service performance and outcome they expect and identify strategies to deliver a world-class bus system that is effective, reliable and desirable for more people, for more trips. The results of this survey will inform the Metro Strategic Plan, which will identify key initiatives to further achieve this outcome and complement Metro's existing work, such as the NextGen Bus Study.

Improve access and connectivity across the suite of mobility services to provide better choices for all user groups. Metro has an opportunity to improve the trip taking experience along the customer's entire journey, recognizing that multiple entities are involved in various aspects of that journey. A number of respondents indicated that access to and from Metro rail stations posed challenges to using rail service. More detailed assessments may be necessary to identify the specific challenges experienced by each user group in order to identify the applicable solutions. Metro's first last mile planning work generally looks at a 3-mile bike shed and one half-mile walk shed for infrastructure improvements to access transit; however, more research may be necessary to understand the types of challenges that customers face, including the distance they must travel to access the transit network, the integration and coordination of mobility services (e.g., rail and bus connections and intermodal transfers), and the quality of transportation infrastructure, which may help or hinder access. The emergence of on-demand rideshare services and micro-transit service models provides additional opportunities for Metro to enhance access to transit and pilot new mobility services that meet the needs of public transit customers. In addition, improvements to access, connectivity, and integration across the entire transportation network will be critical to provide seamless travel, whether people choose to walk, bike, take transit, use rideshare services, or drive. Metro has an opportunity to leverage its resources and influence to encourage public and private sector partners to be part of the solution to improve connectivity and integration of infrastructure (e.g., sidewalks, bikeways, transit facilities, highways, roadways, etc) and mobility services (e.g., rail service, bus service, bike share, Express Lanes, rideshare service, etc) to provide better choices for all user groups.

Enhance Safety. A majority of the participants in the focus groups indicated that greater police presence and security cameras would increase their sense of safety. In 2017, Metro established a new security contract to put more police on Metro buses and trains. The agency is also working with social service agencies to get help for people who are on the Metro system and require support services. However, African American participants, and some Latino participants, raised substantial concerns about racial profiling and discrimination by police and fare inspectors. As Metro continues to identify ways to address safety and security for all users on the system, it is important that the agency be mindful of the concerns of African American and Latino users.

Expand Metro's ExpressLane Services. Travel time uncertainty is a significant factor in the decisions that people make regarding which modes to use for their transportation needs. ExpressLanes provide an option to mitigate uncertainties for those who choose to drive. This service is appealing to respondents who desire to control their work trips and avoid unknown factors. ExpressLanes currently operate on I-110 and I-10, but expansion of this program can provide solo drivers with more options for a reliable trip experience as well as improve highway flow for other users.

ACKNOWLEDGMENTS

Los Angeles County Metropolitan Transportation Authority
Joshua Schank
Nadine Lee
Tham Nguyen (Project Manager)
Matthew Kridler (Lead Researcher)
Jeffrey Boberg
Eileen Hsu

2017 Customer Satisfaction Focus Group Research conducted by:
Evitarus, Inc. (Prime Contractor)
Kandi Reyes & Associates (Subcontractor)
361 Degrees Consulting (Subcontractor)

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APPENDICES

Appendices can be accessed online:
http://libraryarchives.metro.net/DB_Attachments/180103_Attachment%20C_Appendices.pdf

Appendix A – Complete list of survey questions
Appendix B – Outline of the skip logic feature and sequencing of questions
Appendix C – 2017 Customer Satisfaction Focus Groups, Final Report
Appendix D – Overview of the questions and responses used to categorize these user segments
Appendix E – Detailed Summary of Demographic Makeup of Respondents by User Segment

APPENDIX B SUMMARY OF OUTREACH

Appendix B: Summary of Outreach

Engaged During Development of Draft Plan
External Stakeholders & Interviewees
Access Services: Andre Colaiace, Executive Director
Accessibility Advisory Committee
Alliance for Community Transit: Laura Raymond
Brian Taylor, Professor of Urban Planning, University of California, Los Angeles, Luskin School of Public Affairs; Director, Lewis Center for Regional Policy Studies; Director, Institute of Transportation Studies; OEI Advisory Board Member
California Department of Transportation (Caltrans): Kome Ajise, Chief Deputy Director; OEI Advisory Board Member
Council of Governments: Gateway Cities COG Board Meeting
Daniel Sperling, Professor of Civil and Environmental Science and Policy, University of California, Davis; Director of Institute of Transportation Studies; OEI Advisory Board Member
David Ulin, Professor of the Practice of English at University of Southern California and author of Sidewalking
Ethan Elkind, Director, Climate Change and Business Program, University of California (UC), Los Angeles & UC Berkeley School Law; OEI Advisory Board Member
Faith Leaders Breakfast
Gil Penalosa, Founder & Board Chair of 8 80 Cities, Chair of World Urban Parks, Gil Penalosa & Assoc.; Ryan O'Connor, interim ED at 8 80 Cities; Amanda O'Rourke, Senior Advisor, Gil Penalosa & Associates
Hilary Norton, Executive Director, Fixing Angelenos Stuck in Traffic (FAST); OEI Advisory Board Member
Investing in Place: Jessica Meaney, Amanda Staples
Jeremy B. Dann, Lecturer in Entrepreneurship and Director, University of Southern California, Case Program; OEI Advisory Board Member
Karen Philbrick, Mineta Transportation Institute; OEI Advisory Board Member
Kim Kawada, Chief Deputy Executive Director, San Diego Association of Governments; OEI Advisory Board Member
LA-Mas: Helen Leung, Co-Executive Director
Los Angeles County Bicycle Coalition: Tamika Butler, Executive Director
Los Angeles County Department of Public Health, Policies for Livable, Active Communities and Environments (PLACE) Program: Jean Armbruster, Director; Chanda Singh, Policy Analyst
Los Angeles Tourism & Convention Board: Adam Burke, Chief Administrative Officer; Patti MacJennett, Senior Vice President, Business Affairs
Mark Kroncke, Partner, Invoke Technologies
Martin (Marty) Wachs, Distinguished Professor Emeritus of Urban Planning, University of California, Los Angeles, Luskin School of Public Affairs; OEI Advisory Board Member
Metro Accessibility Advisory Committee
Metro Chief Executive Officer and Subregional Executive Directors' Meeting
Metro Service Council: Quarterly Meet & Confer
Metro Technical Advisory Committee
Metro Technical Advisory Committee: Bus Operations Subcommittee
Metro Technical Advisory Committee: Local Transit System Subcommittee

Appendix B: Summary of Outreach

External Stakeholders & Interviewees (Continued)
Metro Technical Advisory Committee: Streets & Freeway Subcommittee
Move LA: Denny Zane, Executive Director
Multicultural Communities for Mobility: Anisha Hingorani, Program and Policy Manager
Natural Resources Defense Council: Amanda Eakin, Director, Transportation and Climate
Office of Extraordinary Innovation (OEI) Advisory Board
Paul Curcio, Urban Studies and Planning Lecturer, University of California, San Diego, Urban Studies and Planning; Miralto; OEI Advisory Board Member
Peter Marx, Executive Director, GE Digital; University of California, Los Angeles, Lewis Center and USC Annenberg Innovation Lab; OEI Advisory Board Member
Port of Long Beach: Allison Yoh, Director of Transportation Planning
Port of Los Angeles: Kerry Cartwright, Director of Goods Movement
Rani Narula-Woods, Shared-Use Mobility Center; OEI Advisory Board Member
Ratna Amin, Transportation Policy Director, San Francisco Bay Area Planning and Urban Research (SPUR); OEI Advisory Board Member
Richard Willson, Professor of Urban and Regional Planning, Cal Poly Pomona; OEI Advisory Board Member
Rick Cole, City Manager of City of Santa Monica
Seleta Reynolds, General Manager, Los Angeles Department of Transportation
Southern California Association of Governments: Hasan Ikhrata, Executive Director; OEI Advisory Board Member
Southern California Regional Rail Authority: Anne Louise Rice, Assistant Director
Sudipto Aich, Ford Smart Mobility
Susan Shaheen, University of California, Berkeley, Transportation Sustainability Research Center; OEI Advisory Board Member
Trust South LA: Sandra McNeill
Yonah Freemark, Urbanist & Journalist
Metro Board Members & Deputies
Director Carrie Bowen
Director Eric Garcetti
Director Jacquelyn Dupont-Walker
Director Janice Hahn
Director John Fasana
Director Mark Ridley-Thomas
Director Robert Garcia
Director Sheila Kuehl
Metro Board Deputies: Javier Hernandez & Waqas Rehman (On behalf of Director Hilda Solis)
Internal Metro Interviewees
Ad-Hoc Customer Experience Committee
Board Secretary's Office: Michele Jackson, Christina Goins, Collete Langston, Deanna Phillips
Chief Policy Office: Elba Higueros, Jonathan Adame, Claudia Galicia, Aaron Johnson
Civil Rights & Equal Employment Opportunity Team: Dan Levy, Jess Segovia, Jonaura Wisdom
Communication, Community Relations Team

Appendix B: Summary of Outreach

Internal Metro Interviewees (Continued)
Communication, Marketing: Glen Becerra, John Gordon, Lan-Chi Lam, Michael Lejeune, Bernadette Mindiola
Communication, Public Relations: Joni Goheen, Aurea Adao, Ana Chen, Luis Enzunza, Steve Hymon, Rick Jager, Dave Sotero, Jose Ubaldo
Communications Team: Pauletta Tonilas, Glen Becerra, Joni Goheen, Gail Harvey, Ron Jue, Ann Kerman, Jackie Lopez, Vanessa Smith, Michael Turner
Communications, Government Relations: Michael Turner,Raffi Hamparian, Marisa Yeager, Crystall Martell
Communications, Marketing: Glen Becerra, Devon Demining, John Gordon, Lan-Chi Lam, Michael Lejeune, Kevin Pollard
Communications: Pauletta Tonilas, Yvette Rapose, Jodi Litvak, John Gordon
Congestion Reduction Team
Countywide Planning & Development, Active Transportation Team: Laura Cornejo, Robert Machuca, Jackie Su, Brett Thomas, Julia Salinas, Henry Phipps, Jingyi Fan, Alice Tolar, Lia Yim, Tony Jusay
Countywide Planning & Development, Goods Movement: Michael Cano, Akiko Yamagami
Countywide Planning & Development, Long/Short Range Planning: Brad McAllester, Heather Hills, Mark Yamarone, Rena Lum
Countywide Planning & Development, Regional Grants Management Team: Frank Flores, Cosette Stark, James Allen, Diego Ramirez, Vanessa Ward, Ann Flores, Kathy Banh, Emma Nogales, Vincent Lorenzo, Nathan Maddox
Countywide Planning & Development, Shared Mobility Team staff meeting: Dolores Roybal-Saltarelli, Valerie Rader, Neha Chawla, Aaron Voorhees, Kevin Holliday, Jenny Cristales-Cevallos
Countywide Planning & Development, Strategic Financial Planning & Programming: Wil Ridder, Kalieh Honish, Mark Linsenmayer, Herman Cheng, Patricia Chen, Gloria Anderson
Countywide Planning & Development, Sustainability: Diego Cardoso, Jacob Lieb, Katie Lemmon
Countywide Planning & Development, System Analysis/Research: Chaushie Chu, Falan Guan, Paul Burke, Ying Zhu
Countywide Planning & Development, Systemwide Planning: Adam Light, Georgia Sheridan, Cory Zelmer, Rachelle Andrews
Countywide Planning & Development, Transit Oriented Community/Joint Development/ Strategic Initiatives/Parking: Jenna Hornstock, Adela Felix, Well Lawson, Frank Ching, Nick Saponara, Greg Angelo, Elizabeth Carvajal
Human Capital & Development, Employee & Labor Relations, Administration: Ashley Martin, Cathy Zhu, Shuyen Lin, Melinda Perrier, Imelda Hernandez, Arnel Abeleda, Flor Anaya
Human Capital & Development, Employee & Labor Relations: Steve Espinoza, Tara Butler, Brendan Adams, Sharde Jackson, Rachael Aguirre, Gabriela De Leon, Kimberlee Vandenakker, Esther Reed, Robert Chavez, Judith Baxter
Human Capital & Development, Talent Acquisition Team

Appendix B: Summary of Outreach

Internal Metro Interviewees (Continued)
Human Capital & Development: Joanne Peterson, Dan Dzyacky, Carmen Mayor, Don Howey, Steve Espinoza, Patrice McElroy, Avis Gibson, Steve Jaffe
Information Technology Services: Dave Edwards, Joe Giba, Bill Balter, Matt Barrett, Doug Anderson, Vincent Tee, Pat Astredo
Management Audit Services Team
Matt Barrett, Manager, Policy Research and Library Services
Office of Management & Budget Team: Nalini Ahuja, David Sutton, Kelly Hines, Conan Cheung, Michelle Navarro, Gwen, Giovanna Gogreve, Tina Marquez, Jesse Soto, Perry Blake, Drew Phillips
Office of Management & Budget, TAP: Robin O'Hara
Operations & Maintenance Team: Jim Gallagher, Diane Corral-Lopez, Jesse Montes, Alex DiNuzzo, John Hillmer, Bob Holland, Dan Nguyen, Frank Alejandro, Bob Spadafora, Bernard Jackson, Conan Cheung, Jesse Montes, Bob Holland, Errol Taylor, Michael Ornelas, Nancy Saravia, Julio Rodriguez
Operations, Bus Maintenance Team
Operations, Mainenance, Non-Revenue: Daniel Ramirez
Operations, Rail Fleet Services: Bob Spadafora, Russell Homan, Fred, Ted, Michael, Arnold, Rick
Operations, Service Development, Service Planning & Scheduling, Regional Service Council: Jon Hillmer, Dan Nguyen, Gary Spivack, Scott Page
Operations, South Bay Division 18
Operations: Division 5 RAP Session
Program Management, Environmental Compliance and Sustainability staff meeting: Emmanuel (Cris) Liban, Alex Cantwell, Heather Severin, Ryan Honda, Dan Rob, Alvin Kusumoto, Dilara Rodriguez, Erika Wilder, Evan Rosenberg, Jesus Villanueva, Kingsley, Shannon Walker, Tom Kefalas, Kyle Lefton, Andrew Quinn, Cody Bricks
Program Management, Highways Program Staff Meeting
Program Management, Program Control: Brian Boudreau, Julie Owen, Amy Wang, Sal Chavez, Paul Briggs, Ferri Ahmadi, Julie Lansford, Richard Mora, Brittany Zhuang, Dennis
Program Management: Abdollah Ansari, Gary Baker, Dennis Mori, Brian Pennington, Tim Lindholm, Rick Meade, Rick Clark, Cris Liban, Charles Beauvoir, Brian Boudreau, Sam Mayman, Pauline Lee
Program Management: Westside Purple Line Project Managers - Dennis Mori and Michael McKenna
Risk Management, Emergency & Homeland Security Preparation: Greg Kildare, Richard, Denise Longley, Juanita (Nita) Welch, Raymond (Ray) Lopez, Dennis, Tim Rosevear, Edward Bagosian, Vijay Khawani

Appendix B: Summary of Outreach

Internal Metro Interviewees (Continued)
Senior Leadership Team: Alex Wiggins, System Security and Law Enforcement; Dan Levy, Office of Civil Rights; Dave Edwards, ITS; Debra Avila, Vendor Contract Management; Diana Estrada, Management Audit; Elba Higueros, Board Relations, Policy & Research; Greg Kildare, Risk, Safety, and Asset Management; Jim Gallagher, Operations; Joanne Peterson, Human Capital & Development; Joshua Schank, Office of Extraordinary Innovation; Karen Gorman, Inspector General; Nalini Ahuja, Office of Management & Budget; Pauletta Tonilas, Communications; Phillip Washington, Chief Executive Officer; Richard Clarke, Program Management; Stephanie Wiggins, Deputy Chief Executive Officer; Therese McMillan, Countywide Planning & Development
System Security & Law Enforcement Staff Meeting: Alex Wiggins, Jennifer Loew, Tinh Quach, Barry Aboltin, Cathie Banuelos, Rivers Jacques, Shawn Khodadadi, Vache Minasyan, Gustavo Ortega, Sanda Solis, Helen Valenzuela, Brandon Wong, Mario Zamorano
Vendor/Contract Management: Debra Avila, Ivan Page, Michael Gonzalez, Selena Landero, Carolina Coppolo, Andrea Arias, Miguel Cabral
Engaged After Draft Plan Released for Public Comment
External Stakeholders & Interviewees
Aging & Disability Transportation Network
Accessibility Advisory Committee
Alma Family Services: Lourdes Caracoza
Automobile Club of Southern California
Commission on Disabilities (Los Angeles County)
First 5 LA: Debbie Sheen, John Guevarra, Roxana Martinez
Investing in Place: Jessica Meaney, Amanda Staples
LA Metro Sustainability Council
Los Angeles Area Chamber of Commerce: Transportation and Goods Movement Council
Los Angeles County Business Federation (BizFed) Transportation Committee
Metro Freight Working Group
Metro Policy Advisory Committee
Metro Technical Advisory Committee
Metro Technical Advisory Committee: Bus Operations Subcommitee
Metro Technical Advisory Committee: Local Transit Systems Subcommitee
Northern Corridor Cities Meeting
Regional Service Councils Quarterly Meet & Confer
Internal Metro Stakeholders
Ad-Hoc Customer Experience Committee

APPENDIX C EQUITY PLATFORM FRAMEWORK

Metro

Los Angeles County
Metropolitan Transportation
Authority
One Gateway Plaza
3rd Floor Board Room
Los Angeles, CA

Metro

Board Report

File #:2017-0912, **File Type:**Policy Agenda Number:33.

REVISED
EXECUTIVE MANAGEMENT COMMITTEE
FEBRUARY 15, 2018

SUBJECT: METRO EQUITY PLATFORM FRAMEWORK

ACTION: ~~RECEIVE AND FILE~~ APPROVE METRO EQUITY PLATFORM FRAMEWORK

RECOMMENDATION

APPROVE Metro's Equity Platform Framework.

ISSUE

Access to opportunity should be a core objective of public decision making, public investment, and public service - and transportation is an essential lever to enabling that access. Unfortunately, there exists vast disparity among neighborhoods and individuals in Los Angeles County in their ability to see and seize opportunity - be it jobs, housing, education, health, safety or other essential facets of thriving in vibrant, diverse communities. A multi-point equity platform provides a basis for Metro to actively lead and partner in addressing and overcoming those disparities.

Metro staff does not approach the subject of equity lightly or uninformed. The adoption of Measure M included performance metrics that were tied to disadvantaged communities. The major revision to the Long Range Transportation Plan has committed to incorporating equity as a crosscutting issue since its introduction to the Board in February 2017. The Policy Advisory Council has flagged this as a major topic of interest. Most importantly, recent and engaged experience with community members with several projects (i.e., First/Last Mile planning, the Transformative Climate Communities grant for Rail to Rail, and a body of innovative workforce development initiatives) all underscore both the timeliness and urgency that equity considerations bring to Metro's portfolio. In addition, staff informally reached out to representatives from academia, foundations, advocacy organizations and local government in developing this platform. Their demonstrated experience in research and collective action, and their candid feedback on challenges and opportunities in the equity space were invaluable.

DISCUSSION

Metro's multi-point equity platform is wrapped around four pillars.

First, we need to define a common basis for talking about and building an agenda around equity, and how to improve it.

- Equity holds different perspectives and priorities for everyone and anyone who will be part of

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this conversation.

- At its core, *inequity* exists when there are fundamental differences in access to opportunity, not just with respect to where you begin, but in your capacity to improve from that starting position.
- Historically and currently, race and class have largely defined where these disparities are most concentrated: in poor, minority communities throughout LA County. Age, gender, disability, and residency also can expand or constrain opportunities.
- It would be presumptuous to begin a truly inclusive conversation with a pre-determined definition of "equity" and all its facets, but Metro can enter into that conversation committing to the following:
    - Establish meaningful goals around a shared definition of equity and actions to achieve those goals.
    - Define metrics to evaluate outcomes and consider redirected actions if needed. It will be particularly critical to infuse equity-based performance metrics in Metro's investment decisions. These cannot be the only investment considerations. Transportation is rife with tradeoffs. But equity metrics need to be definable, impactful, measurable, accountable, and at the front end of the analysis, not the back end.
    - Seek and invite the diverse range of voices that must participate with Metro in accomplishing the above. Importantly, we need to proactively reach out to those who have remained on the margins of decision-making in the past. These will include historically underserved communities and organizations that represent them. But we must also reach out and hear voices that may not be aligned with established groups.

Second, Metro needs to establish comprehensive, multiple forums to engage the community meaningfully and actively in pursuit of the first step discussed above. An important opening conversation with LA's community members would address: a) where they believe achieving equity has been problematic - broadly, and specific to transportation's role; and b) where improved relationships, partnerships and actions aligned with Metro's portfolio of responsibility can be defined to advance more equitable transportation outcomes going forward.

- This will be a challenging conversation, insofar as it requires the Metro as Board and staff to invite the community to articulate where it has experienced, in fact deeply felt, inequity in Metro's past. This isn't a platform for Metro to defend or be defensive; people feel what they feel, and it is going to be impossible to define a new path and build a different position of trust if past experience is not given voice and legitimacy.
- That said, the main point of this conversation forum should be to learn and move forward based on that acknowledgement. This may require reconciling divergent opinions to arrive at some shared goals and actions. Actions going forward may redress past ills - that is to be determined - but they certainly should not repeat them, if at all possible. It is also an opportunity to discuss with community members those initiatives where Metro has actively tackled disparity gaps, such as its growing portfolio of workforce development initiatives.
- Advice and best practices on how to effectively have these community-driven conversations

will be key.

- Metro can start with lessons learned from other cities across the country. San Francisco, Seattle, Oakland and others all have models to tap.
- These forums would benefit from professional facilitation. Foundations have established several venues that Metro might pivot from (e.g. the on-going national Strong, Prosperous and Resilient Communities Challenge (SPARCC) Initiative includes Los Angeles as a participating city - LA Thrives coalition is the local lead; the California Endowment and others have underwritten numerous initiatives across the County); or seek new support.

- As noted at the outset, Metro consulted with equity thought leaders whose advice informed the core of this platform. Retaining this cross-sectional consultation will be critical to successfully implementing a platform that requires dedication and time. In particular, the community forums envisioned will benefit from a circle of demonstrated leaders. We certainly don't hold all the keys on issues, and making use of the rich resources around us is essential.
    - A key step will be to establish a formal or informal advisory group supporting the equity platform, and to incorporate, as appropriate, the equity agenda into existing advisory groups.
- In addition, the following initiatives are also suggested:
    - Actively develop and invest in a Community Based Organization (CBO) oriented public engagement program. This approach may not be applicable to every Metro investment, program or activity located in, or otherwise impacting, LA County's historically underinvested (HU) communities. As stated above, we must be mindful that any single group does not represent all voices in every community. However, this approach should be added to and implemented as part of our public process, if we are going to establish and maintain legitimacy within impacted communities when addressing equity issues that they themselves are experiencing directly.
    - Invest in the transportation technical capacity of local governments that serve HU communities. Metro cannot and should not be the sole partner in all transportation or transportation-impacted decisions, legally or practically. And traditional funding and regulatory programs in particular assume effective participation by local jurisdictions. In short, strengthening cities that are home to equity communities is probably a core requirement for a more equitable County. This assistance can range from delivering transportation improvements swiftly and effectively to competing for discretionary funding more successfully; to better supporting more community-inclusive decision-making around transport investments.

Third, the Long Range Transportation Plan (LRTP) must have a concentrated focus on equity. There are two major arenas for that focus to take root.

Where Metro **Leads**

- First and foremost, we must tackle impacts of the LA County's transportation system under our

direct responsibility via Metro's role as transportation planner, operator, builder and funder. As such, equity is a "cross cutting" principle that will be applied throughout the LRTP's development, as reported to the Board in prior presentation's on the Plan's design and rollout.

- Critically, what we choose - or do not choose - to invest in that system is paramount. Over the 40-year span of the LRTP, a considerable amount of funding controlled by Metro is legally or legislatively dictated, such as Measure M. It should be noted that equity related factors were considered as part of the 5 performance measures developed to assess and prioritize Measure M's expenditure plan projects. Specifically, the "Economy" and "Sustainability/Quality of Life" themes included metrics attached to investments in disadvantaged communities. But while there are important additional equity considerations Metro can assess as projects are implemented, there are practical limitations to rethinking or redirecting certain funds that are statutorily prescribed.

  However, a significant amount of funding in the long range plan is not yet locked down for 40 years, allowing us to reassess current patterns of investment and either reaffirm them or change them.

- These investment decisions should be based on performance outcomes and, as presented here, front and center considerations should be given to those that actively:
  - advance outcomes that promote and sustain opportunities in underserved communities; or
  - avoid outcomes that lead to or aggravate disparities in opportunity in those communities.

- Notably, investments must be made to operate, maintain and rebuild the existing transportation system, in addition to expanding it. The community's ability to access that transportation system - where, when, how, and at what cost - impacts their opportunities to jobs, housing, education and health. Thus, measuring equity against that access, and for whom, is central to our planning process.
  - In this realm, there will be several, discrete transportation activities that will be developed alongside the LRTP where equity will be front and center: any discussion of "right sizing" fares, redesign of the Metro bus system, our continuing work in Work Force Development and small business support, to name a few.
  - The Long Range Transportation Plan will not duplicate analysis and recommendations in these areas. It will incorporate goals, decisions, and any actions attached to all of them, and will likely help facilitate equity-driven discussions in each of them.
  - These issues address critical transportation access concerns, and will be important venues for coordinating community involvement.

Where Metro **Partners**

- Beyond its core transportation responsibilities, there will be an expectation to take on a new, countywide, visible equity challenge: the Metro transport system's interface with gentrification/displacement/affordable housing.

- Neighborhoods throughout the county are facing escalating housing costs, real estate developments that are reshaping community culture, and in both cases, frequently forcing existing residents into painful relocation or transportation decisions. Gentrification/displacement/affordable housing is a common thread of concern among elected officials and advocates. And it hits every corner of the County.
- Metro cannot address this subject by ourselves - it will require active partnerships with others, such as the County, cities, Council of Governments, private sector and business as well as community representatives. Foundations are extremely interested in this arena and could bring valuable resources to the table.
- Among other considerations, these issues underscore the complexity of equity concerns and the necessarily complex response to them. By taking up a big problem - but not Metro's problem alone - it gives us the space to explore, experiment and advance change while building necessary partnerships at the outset.

Fourth, we need to pursue equity training within Metro. Successfully setting and delivering on a new equity agenda requires "top to bottom" ownership throughout the agency.

- In recent years, there has been a growing body of equity training designed for governmental agencies. LA County departments have deployed these programs, among others. We intend to explore options and commit to internal education that would be required at certain levels and positions.
- Training would be in two important areas:
    - Methods to evaluate equity including data collection, measurement and analysis; and
    - Approaches to effectively communicate and work with communities in a manner that recognizes and respects equity issues.

This platform is a starting point, and should be considered a working outline that can be adjusted with experience and feedback. The commitment expressed herein, however, should be a guiding constant - for Metro, our transportation partnerships, and the people we serve.

NEXT STEPS

Staff will proceed to use the Equity Platform as a framework for specific analyses and actions attached to Metro initiatives, as outlined in this report. Progress will be reported periodically to the Board, particularly as it relates to key plans and programs underway, such as the Long Range Transportation Plan.

Prepared by: Therese W. McMillan, Chief Planning Officer, (213) 922-7077

Reviewed by: Phillip A. Washington, Chief Executive Officer, (213) 922-7555

Phillip A. Washington
Chief Executive Officer

APPENDIX D TRANSIT-ORIENTED COMMUNITIES POLICY

METRO TRANSIT ORIENTED COMMUNITIES POLICY

I. POLICY CONTEXT

Traditionally transit agencies have focused their mission on a combination of planning, constructing, and operating the public transit system with a focus on moving people from station to station within that system. Community impacts associated with the transit system, both positive and negative, were relegated to local jurisdictions to manage, promote or mitigate. Since the development of the last Long Range Transportation Plan, and with the passage of Measure R in 2008 that started a massive investment in public transportation in Los Angeles County, it has become evident that the regional serving transit systems we plan, construct, and operate has a tremendous impact on the communities we serve. These investments and services can:

- Result in targeted economic development/real estate investments or disinvestments
- Change the perception of a community as a desirable place to live or work, both positively and negatively
- Provide mobility and thus enhance access to jobs, schools, health care and economic mobility
- Accelerate change to the character and cultural cohesion of a community, in both positive and negative ways

Los Angeles made clear its commitment to continuing dramatic growth of its transit system in 2016 when voters approved Measure M and an additional $120 billion in investment over 40 years. This investment will only be successful if Metro considers: issues of access and connectivity to the system (such as first/last mile connections); a deep understanding of the demographics of the customer base (to target and adjust service); safety, timeliness and consistency of service; and the impact of the system on issues of equity and equitable opportunity in the County. It is imperative for Metro to consider community wide impacts in its planning, development, operations and third-party funding.

To achieve this integrated goal of transit expansion and consideration of community impacts, Metro must forge partnerships with the municipal partners and local communities we serve. One of the most significant ways Metro can understand, define and measure both the possibilities and the impacts of its investments in public transit is to develop policies and procedures that promote Transit Oriented Communities (TOC)s, as a path for communities to maximize the benefits of Measure M investments. This TOC Policy is a step toward defining Metro's goals in how we consider, fund, enable,

and/or incentivize activities that support the development of balanced communities throughout Los Angeles County.

II. PURPOSE

The purpose of this policy is to:

- **a.** Define the concept of TOCs for Metro and develop the goals and objectives of Metro's approach to enabling TOCs.
- **b.** Define those "TOC Activities" that will be considered a "transportation purpose" and thus are eligible activities for funding under the Measure M guidelines, by Metro and by its municipal partners through Local Return.
- **c.** Establish a set of criteria to determine which TOC Activities Metro will fund and implement directly and which activities Metro will allow, enable and incentivize local partners to fund and implement.

III. DEFINITIONS

Transit Oriented Communities: Transit-Oriented Communities (TOCs) are places (such as corridors or neighborhoods) that, by their design, allow people to drive less and access transit more. A transit oriented community maximizes equitable access to a multi-modal transit network as a key organizing principle of land use planning and holistic community development. TOCs differ from Transit Oriented Development (TOD) in that a TOD is a specific building or development project that is fundamentally shaped by close proximity to transit.

TOCs promote equity and sustainable living in a diversity of community contexts by: (a) offering a mix of uses that support transit ridership of all income levels (e.g. housing, jobs, retail, services and recreation); (b) ensuring appropriate building densities, parking policies, and urban design that support accessible neighborhoods connected by multi-modal transit; (c) elevating vulnerable users and their safety in design; and (d) ensuring that transit related investments provide equitable benefits that serve local, disadvantaged and underrepresented communities[1].

[1] For the purposes of this Policy, where Metro identifies disadvantaged and underrepresented communities, included are lower income households as well as households under the following protected categories as defined by the California Fair Employment and Housing Act (FEHA): race, religious creed, color, national origin, ancestry, physical disability, mental disability, medical condition, genetic information, marital status, sex, gender, gender identity, gender expression, age for individuals over forty years of age, military and veteran status, and sexual orientation.

High Quality Transit Stop (HQT): an existing or environmentally-cleared fixed-guideway transit station or the intersection of two buses with 15 minute headways, or fewer, at the peak. Stops may be served by any transit operator. A planned fixed-guideway station may also be considered if its location is the only alternative under consideration for a transit corridor in the planning stages. This definition may change to match changes in the State of California definition of a High Quality Transit Stop. HQTs may be referred to herein as "Stops".

Geographic Boundaries of TOC: The span of Metro's TOC program is LA County, with targeted activities, programs and projects: (1) generally, across the County; (2) within 3-miles of a Stop; and (3) within a half mile of a Stop.

TOC Activities: Activities identified in this policy that support, enable and incentive TOCs, and thereby serve a transportation purpose.

Affordable Housing: The California Department of Housing and Community Development (HCD) and the Federal Department of Housing and Urban Development (HUD) define affordable housing as housing for households earning 80% of the area median income (AMI) and below. This Policy specifically targets households earning 60% of AMI and below, a lower income level than HCD and HUD. In this Policy Affordable Housing is defined as covenanted, income-restricted, housing for households earning income 60% of AMI or below.

Income levels are further defined as:

- Extremely low income: 0-30% of AMI
- Very low income: 30% to 50% of AMI
- Low income: 50% to 60% of AMI; the term may also be used to mean 0% to 60% of AMI

Low-income Households: This policy considers Low-income Households to be households earning annual income at or below 60% of the area median income (AMI).

Small Business: a business that is independently owned and operated and adheres to the size standards established by the U.S. Small Business Administration (SBA in terms of the average number of employees over the past 12 months or the average annual receipts over the past three years. These standards are defined at the following link: SBA Size Standards Table.

IV. GOALS

The TOC Policy will set direction for how Metro plans and implements new and existing transit corridor projects, for supporting land use and community development around existing transit corridors, and for encouraging and incentivizing partners to pursue the same goals. Specific TOC Goals include *(in no particular order)*:

1. Increase transportation ridership and choice

    - **Ridership:** Increase system ridership and promote usage of alternate, non-motorized, modes of transportation.

    - **Transportation Options:** Leverage land use and urban design to encourage non-single occupant vehicle transportation options both on and off Metro property, through enhanced first/last mile options, travel demand management, and seamless transit connectivity.

    - **Safety:** Work to reduce collisions and create welcoming environments for all ages, abilities and protected classes in the planning, construction, and operation of transit oriented community projects.

2. Stabilize and enhance communities surrounding transit

    - **Housing Affordability:** Prioritize development and preservation of transit-adjacent Affordable Housing.

    - **Neighborhood Stabilization:** Protect and support local residents and businesses from displacement.

    - **Sustainability:** Ensure that infrastructure investments are multi-beneficial, both improving access to transit and improving communities' environmental resilience.

    - **Economic Vitality:** Promote sustained economic vitality directly benefiting existing communities.

3. Engage organizations, jurisdictions, and the public

    - **Community Engagement:** Ensure that stakeholders across a broad spectrum, including those that are harder to reach through traditional outreach strategies, are meaningfully engaged in the planning, construction and operation of Metro's transit system.

    - **Foster Partnerships:** Through planning, coordination, policy advocacy and funding, foster relationships and partnerships with local residents and businesses, municipal and institutional entities, community based

organizations, workforce development providers, the private sector, and philanthropy, to realize TOC goals.

4. Distribute transit benefits to all

    - **Equitable Outcomes:** Ensure transportation investments and planning processes consider local cultural and historical contexts and improve social, economic, health, and safety outcomes that serve and benefit local, disadvantaged and underrepresented communities.

    - **Complete Communities:** Promote and realize complete communities that support a mix of incomes, land uses, transportation choices, and equitable access to safe, sustainable and healthy living.

    - **Small Business:** Encourage the utilization of small businesses in the contracting opportunities generated by Metro's investments.

5. Capture value created by transit

    - **Value Capture:** Capture increased value of properties surrounding Metro's transit investments and re-invest that value into TOC activities.

V. TOC ACTIVITIES

Transportation Purpose

Metro can only fund activities deemed to have a transportation purpose. If that transportation purpose is not otherwise explicitly defined in existing Metro policies or guidelines, the Board must make a finding that the activity has a transportation nexus. The Metro Board adoption of this Policy will represent that finding, deeming the TOC Activities in this Policy to have a transportation purpose.

TOC Activities are consistent with responsibilities outlined in Metro's enabling statute in the California Public Utilities Code Section 130001:

> *"(e) The Transportation system should offer adequate public transportation to all citizens, including those immobilized by poverty, age, physical handicaps, or other reasons," and "(h) Transportation planning should recognize that transportation systems have significant effect on the physical and socioeconomic characteristics of the area served, and emphasis should be given to the protection and enhancement of the environment and restoration of blighted neighborhoods near community centers."*

TOC Activities by Geography

TOC Activities funded with Metro transportation funds must be within Los Angeles County. Some TOC Activities are general and may not be targeted around one particular High Quality Transit Stop ("Stop"), and others must take place, or be targeted within a half mile of the Stop (often referred to as the walk-shed) or within 3 miles of the Stop (often referred to as the bike-shed). References to "walk-shed" and "bike-shed" are not limited to walking and biking, but include rolling or other alternate modes of mobility. Eligible TOC Activities are characterized by these geographic requirements below.

General activities –

- Community engagement that targets harder-to-reach communities around/regarding TOC Activities or transit
- Events or programs that promote multi-modal transit options
- Discounted transit passes
- Grants and/or technical assistance to support projects and programs that achieve TOC goals
- Staffing or consultants that can implement TOC Activities
- Transportation related workforce training and education

Within 3 miles of a Stop –

- First/last mile improvements
- Complete Streets
- Land use planning that promotes TOC goals.
- Value capture studies and formation activities that support investment in TOCs. A value capture district must include at least one transit Stop but may span a broader radius around that Stop.

Within a half mile of a Stop –

- Public improvements that create stronger and safer connections to transit and improve the transit rider experience recognizing vulnerable users and their safety in design.
- Affordable Housing: Programs that produce, preserve, and protect affordable housing through:
    - Preservation or development of Affordable Housing units.
    - Innovative anti-displacement strategies to protect and retain Low-income Households.
- Small business preservation: Programs that support and protect small businesses.
- Neighborhood-serving amenities: Programs that preserve, protect and/or produce neighborhood-serving amenities.

VI. ADMINISTRATION

Implementation

Most of the TOC Activities outlined in this Policy will be implemented by municipalities and other eligible partners through Local Return or other eligible transportation funding programs, subject to the legal requirements and/or specifications of those funding programs. Some activities Metro will fund, enable or incentivize through its existing programs, planning work, policies and discretionary funding offered to partners.

Metro will only implement TOC Activities directly if they are within Metro's functional jurisdiction. Specific programs with the objective of meeting TOC goals may be implemented across various Metro departments.

Compliance with Funding Requirements

TOC Activities funded by Metro and implemented by municipalities and eligible partners must follow the legal requirements, specifications, guidelines and administrative procedures of the applicable funding program and will be subject to any specific limitations that may apply to those funding sources, including matching requirements. Using transportation funds for a TOC Activity may require the implementing entity to provide a clear description of the TOC Activity and how it furthers the TOC Policy Goals defined in Section IV. If municipalities do not pass audits, they may risk losing future funding opportunities.

Transparency and Accountability

With adoption of the TOC Policy, Metro will establish a TOC Implementation Plan that will include performance metrics. Thereafter, staff will prepare an annual TOC report.

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Contact Us

Metro
One Gateway Plaza
Los Angeles, CA 90012-2952

323.GO.METRO
vision2028@metro.net
metro.net/vision2028
@metrolosangeles
facebook.com/losangelesmetro

To request other languages or accessible formats, please contact us at *vision2028@metro.net* or 323.466.3876.

323.466.3876 x2
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